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Analysis and determinants of sustainability policy choice of local councils in Australia : a test of stakeholder theory

Clive P. Oliver
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Analysis and determinants of sustainability policy choice of local councils in Australia: A test of stakeholder theory

Clive Preston Oliver
B.Bus; M.Acc

This thesis is submitted in fulfilment of
the requirements for the degree of
Doctor of Philosophy

Faculty of Business and Law
Edith Cowan University

December 2013

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ABSTRACT

Since the early 1990's, issues of sustainability involving community, government and industry have gained momentum, and the environment has become the focus of numerous studies, such as those undertaken by Young and Hayes (2002); Yuan (2001); Staley (2006); Mellahi and Wood (2004); Hezri and Hasan (2006); Dowse 2006; Wilmhurst and Frost (2000); and Qian, Burritt and Monroe (2010). Cotter and Hannan (1999, p.11) also discussed the impetus of a United Nations summit in 1992, known as the Earth Summit, which resulted in Local Agenda 21, a blueprint for action to achieve sustainable development.

Global sustainability is currently a major focus for policies in both the public and private sectors. Local government in Australia is currently undergoing historic changes as a result of a major thrust to restructure through amalgamation, in order to improve efficiencies and effectiveness in local government. Amalgamations are considered necessary for the financial survival of local government, as there is growing evidence to suggest that too many small councils will not be financially viable in the future. Moreover, local government worldwide is now more accountable than ever before for sustainable policy choices and the impact of those policy choices on their communities.

Sustainable policy choices of local councils worldwide will have an enormous economic and environmental impact on the planet. Previous studies into the effects of sustainability issues and their relationship to local councils have been carried out by Kloot and Martin (2001); O'Brien (2002); Reid (1999); Bulkeley (2000); and Tebbatt (2006).

This empirical quantitative study examines the sustainability policy choices of local government Australia-wide, and looks specifically at the determinants of such choices in local government. It also investigates the influence of stakeholders on the sustainability policy choices of each local government, the results of which have the potential to affect society's quality of life. Identifying stakeholders who influence sustainability policy choices is therefore of great importance for the future.

All five hundred and fifty eight local Australian government entities listed by the Australian Local Government Association (ALGA) were invited to participate in this study. Data were gathered through the use of a structured questionnaire, and an

analysis was undertaken to identify those stakeholders who influence the sustainability policies of Australian local government.

This is the first research to examine all Australian local government entities to find out why they make the sustainability choices they do. To date, most studies relating to local government have been in areas of disclosure, such as those carried out by Royston (2001); Priest, Ng and Dolley (1999); and Piaseka (2006).

The findings of this study support the assertion of Mitchell, Agle and Wood (1997), that stakeholder salience is positively related to the cumulative number of the three variable attributes of power, legitimacy and urgency. In addition, this study ranked stakeholders from one to eight according to the perceptions of local government CEOs. It is interesting to note that, of the listed stakeholders, government did not rank as number one. The results indicated that stakeholder influence on local government sustainability policy choices varied depending on local government size, location, and whether they were urban or rural according to their government classification. The researcher was surprised to learn that many councils did not know their own government classification. The study also revealed that local government took sustainability seriously in all its forms and applications. As in previous research, the CEO of each council was selected as the respondent for the questionnaire. It was discovered that many of the larger councils had specialist positions dealing with these issues.

This study is significant because it contributes original research in the area of stakeholder influence on sustainability policy choices of local government in Australia. It is important for future sustainability studies to have an understanding of which stakeholders influence local government in making their sustainability policy choices. This study also clarifies the perceived salience of local government stakeholders from the perspective of Australian local government CEOs. Moreover, the study proves quite clearly that local government is not homogenous, and the potential exists for future studies to investigate the importance and consequence of heterogeneous local government in Australia and around the world.

DECLARATION

I certify that this thesis does not incorporate without acknowledgement any material previously submitted for a degree or diploma in any institution of higher education: and that to the best of my knowledge and belief it does not contain any material previously written by another person except where due reference is made in the text.

.....
Clive Preston Oliver

December 2013

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The author wishes to thank all those individuals and educational institutions who have helped with this study. It could not have been successfully concluded without them.

I thank all the local government for the data they generated. They allowed me the opportunity to further my own knowledge in the area of local government sustainability policy choice.

Special thanks are given to Dr. Theo Christopher who suffered through all the writes and re-writes of the various chapters in this thesis. Without his guidance and constant support, this study would not have reached the final stage of submission. I also thank him for supporting me right up until his retirement. Thank you so much Theo, I have learned so much from you over the years, both as your student and also as your work colleague and friend.

Many thanks are also given to Professor Malcolm Smith for his interest and advice during the construction of this study, finalising my thesis and ironing out those final wrinkles. Thank you Malcolm.

Last but not least, to my daughter Sorrell and my son Zaran, who continue to believe in me no matter what I do. They just smile and think “there he goes again!” Without their love and support in my life there would be no purpose.

.....
Clive Preston Oliver

December 2013

Ethical considerations

The guidelines for ethical rules and regulations of Edith Cowan University, provided by the Human Research Ethics Committee were adhered to for all facets of this study. This study drew on primary data sources, in the form of structured questionnaires mailed to the Chief Executive Officers of each and every local council in Australia.

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CHAPTER ONE

INTRODUCTION

1.1 Motivation for this study

The motivation behind this study was to find out which stakeholders influenced the sustainability policy choices made by Australian local government. It was aimed at determining the extent to which stakeholders possessed the attributes of power, legitimacy or urgency, as identified by Mitchell, Agle and Wood (1997), in order to influence the adoption of certain sustainability policy choices, since the consequences of those choices have the potential to affect society as a whole; not just now, but far into the future.

Little research has been undertaken into why local government (local councils) make the sustainability policy choices they do. Such an oversight needs rectification, especially in this sustainability-sensitive age. This study identifies the stakeholders who influence sustainability choices made by councils, and discusses the influence of Global Reporting Initiatives, one such stakeholder, on those policy choices.

Most nations around the world are affected by climatic and economic changes, purportedly as a result of the current policy choices of government, business and society in general. Discussion and subsequent action relating to sustainability has become a common focus. In 1987 the General Assembly of the United Nations generated a report for private industry and government bodies outlining a global agenda for sustainability. This became known as the Brundtland Report and it defined sustainability as “...development that meets the needs of the present world without compromising the ability of future generations to meet their own needs” (Deegan, 2006, p. 332). Add to this the summit of world leaders who attended the environmental dialogues in Copenhagen during December 2009 to discuss carbon emissions, and it becomes apparent that sustainability has, in recent years, become a major topic of concern worldwide.

Society expects local government to be responsible in all its policy choices affecting the welfare and wealth of society. This is evidenced by governments being voted into

and out of office, based on society's perception of their performance, including policy choices related to sustainability. The growing urgency around issues of sustainability highlights the need for studies such as this, not only to identify global trends in sustainability, but also to recognise which stakeholders are driving those policy choices at a the local level.

There is an expectation that local government will heed issues considered important by society, and will implement policies for the short and long term benefit of society. Governments are mandated with protecting society and enhancing the wealth and quality of life of its citizens. In order to be successful, this requires two-way communication, a system of consultation in which society is one player, and government the other. Importantly, this study identifies Australian local government stakeholders (those entities able to affect local government decisions through their actions, or those entities that have the potential to be affected by local government actions), and their salience (cumulative level of influence) on each and every level of local government. No such study has ever been undertaken in Australia.

As stated in the abstract, this is an empirical, quantitative study viewed through a positivist research paradigm. Like private industry, local government can be said to work according to a set of interrelated elements functioning as a whole. This is known as a Systems Theory viewpoint. Systems theory proposes that open systems must interact with the environment to survive, whilst closed systems need not and are unlikely to survive. Such a viewpoint sees systems theory as “inputs from the environment, transformation process and outputs into the environment, with continual feedback” (Davidson, Simon, Gottschalk, Hunt & Wood, 2006, p. 27). Systems theory is seen as a normally operating system or organisation. Kast and Rosenzweig (1972) described systems theory as “a set of interrelated parts that function as a whole to achieve a common purpose,” as cited by Samson and Daft (2005, p. 65). A typical systems theory mechanism is illustrated in figure 3.1.

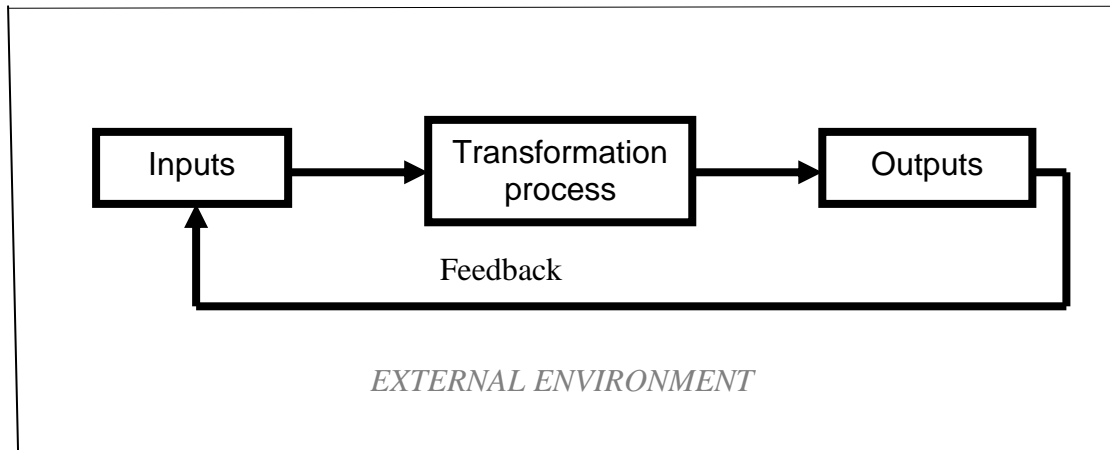


Figure 1.1

Typical systems theory mechanism

Adapted from Robbins, Bergman, Stagg and Coulter (2009, p. 53)

An open system of government therefore suggests interaction and communication with its community (democratic government). A closed system of government on the other hand, demonstrates a lack of consideration for its community's concerns (autocratic government). Leonard (2007, p. 571) cited Beer's (1985) viable system model (VSM), which assumes that a modelled entity "is viable, or could in principle be viable." Society assumes and expects local councils to be viable and all levels of government to be open, consultative, and democratic.

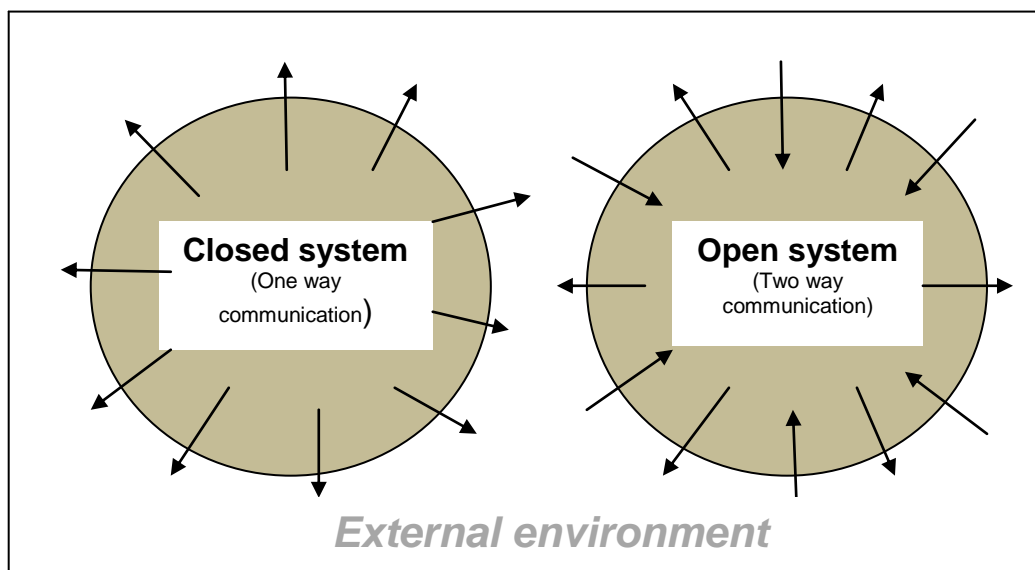


Figure 1.2

Contrasting open and closed systems of operations communication

This study investigates the salience accorded to stakeholders by local councils in their choice of sustainability policies.

Entwistle and Enticott (2007) investigated who or what sets the agenda in their study of rural issues in England's local public service agreements. They cited Kingdom (2003, p.1) who asked "what makes people in and around government attend, at any given time, to some subjects and not others?" In other words, why are some stakeholders afforded immediate or timely satisfaction of their requirements, whilst others requirements are delayed or ignored?

Mitchell, Agle and Wood (1997, p. 854) defined salience as: "the degree to which managers give priority to competing stakeholder claims." Agle, Mitchell and Sonnenfeld (1999, p. 508) expanded that definition by suggesting "stakeholder salience is positively related to the cumulative number of the three variable attributes: power, legitimacy, and urgency; that are '*perceived*' by managers to be present."

1.2 Significance of this study

This study is the first to examine the impact of stakeholder salience on the sustainability policy choices of local government in every state and territory of Australia.

Importantly, it shows which stakeholders influence local councils in their subsequent choice of sustainability policy choices. Policy lobbyists might be interested in how stakeholders influence the sustainability policy choices made by local government for various reasons, particularly if the proposed referendum results in official recognition of local government within the Australian constitution.

This study looks at the determinants of sustainability policy choices in all five hundred and fifty eight local government entities (councils) in Australia. Unlike existing studies of disclosure (Priest, 1999; Frost & Toh, 1998), this study investigates which stakeholders influence local government in their choice of sustainability policy issues (from their perceived levels of salience), irrespective of which sustainability policies are subsequently chosen. This process is important because it promotes

transparency of the perceived salience (influence) of identifiable stakeholders in local government's choice of sustainability policies.

Stakeholder theory is used in this study to explain which stakeholders influence the sustainability policies chosen by local government in Australia, and is used to explain the driving forces behind local governments' choice of sustainability policies.

In his study into stakeholders, Cooper (2004, p. 36) included voluntary Global Reporting Initiatives (GRI) as "...a long-term multi-stakeholder." The influence of GRI on the sustainability policy choices of local councils have become more visible in recent times, and it is possible for GRI to become the benchmark for both the private and public sectors in reflecting their active commitment to, and willing participation in sustainability policies. Issues related to benchmarking in the public sector are covered by Magd and Curry (2003). Most of the sustainability policies chosen for the questionnaire related directly to Global Reporting Initiatives listings.

This study supplements the existing research literature on local government in Australia. It forms the basis for future research into local government, here in Australia and overseas, and provides an understanding of the stakeholders who are perceived to influence local government in their sustainability choices.

The perceptions of leaders and decision-makers in local government are under-researched, and opportunities exist for further examination of the psychological dynamics of local government as well as enhanced efficiencies and effectiveness. This study is an important first step in adding to existing literature from a non-disclosure, non-legitimacy perspective.

Stakeholder influence is more important now than it has been in the past, and that influence is increasing in this age of instant communication and human rights. More stakeholders than ever before are challenging the decisions of both private industry and government, and are willing to use whatever means are available to them, be it the legal system, the media or social networks. Government can no longer dictate the agenda as they have in the past, and it would be wise for them to understand who they are dealing with and their respective levels of influence. Like private industry, local

government is now a party to the social contract and all that it implies. The knowledge gained from this study has the potential to enhance existing governance of local government through an increased awareness of its stakeholder construct.

In Australia national, state, and local governments change as a result of elections and ongoing amalgamations of councils. The current focus is on amalgamating local governments in order to achieve greater operational efficiencies and reduced costs. A recent study of local councils by CPA Australia (2005) examined sustainability reporting practices of the corporate world and local government within Australia. It stated that “...one might expect councils to provide substantial sustainability/TBL (Triple Bottom Line) information, however this was not observed” (p.16). The study also discovered that “...sustainability/TBL disclosures are typically limited to annual reports. Some local governments provided no sustainability disclosures” (p. 19).

A further study by Price Waterhouse Coopers (PWC) commissioned by the Australian Local Government Association (ALGA) in November 2006 (Price Waterhouse Coopers, 2006), examined the financial sustainability of all Australian local government. It found that between 10% and 38% of local government was financially unsustainable, depending on which state it was located in. Table 1.1 shows a state-by-state comparison of the percentage of financially unsustainable local governments.

Table 1.1
State by state comparison of financially unsustainable local governments

State	% of councils unsustainable
New South Wales	25%
South Australia	38%
Western Australia	58%
Victoria	35%

Because of the diverse locations and populations represented by a disproportionate number of councils in some states, PWC applied an adjusted mathematical model to generate a picture of unsustainable local government of between 10% - 30%, from a sample of 100 councils (p. 150).

Attempts to amalgamate many existing local councils have been reported in newspaper articles. In Western Australia, over the nine month period March to December 2009, there appeared some colourful examples. One article encouraged the 139 Western Australian local governments to seek amalgamation partners on a voluntary basis (“May deadline for councils to pick partners,” 2009). This call to amalgamate was not viewed favourably by all local governments, as was evidenced by Peppermint Grove Shire Council, the smallest in Metropolitan Perth, who stated quite clearly that they would fight any moves to amalgamate with any other councils (“No merger for ‘Monaco of WA’ says Barnett,” 2009). Pressure increased in August 2009 when the WA premier, Colin Barnett, announced that shires with less than 1,000 residents would not be viable and “were destined to wither on the vine.” Thirty seven local Western Australian governments were identified in this article (“End looms for small councils,” 2009), yet by December 2009 it was reported that only nine of the local councils in Western Australia were set to merge (“Costly snub by councils,” 2009). Efforts to reduce the number of local governments through amalgamation have not been restricted to Western Australia. All other states and territories have attempted to reduce local government with varying levels of success. In South Australia for example, an outstanding reduction of local government numbers has been achieved.

Changes in government policy are implemented by the civil service which is responsible for maintaining day-to-day operations. In a similar manner, the day-to-day operations of local governments are carried out by paid officers of the council (Local Government Act; section 5, 1995) who make up the council administration. The administration is accountable to state and national government legislation to ensure continuity of council services to their electorate, and by default this leads to many putting in place their own Local Government Act policy agendas.

Local government comprises two separate entities: the administration and the elected councillors. Both groups work together democratically and enjoy a symbiotic relationship. Leonard (2007, p. 572) defined symbiosis as “living together.” He listed three types of symbiosis: (a) mutualism, where both organisms benefit; (b) commensurability, where one organism benefits but there is no effect on the other; and (c) parasitism, where one organism prospers at the expense of the other (although

the expense cannot be too great or neither will survive). This study considered that councillors and council co-exist in a state of symbiotic mutualism.

The third tier of government, or local government, is not currently recognised within the Australian Constitution, and ALGA is currently agitating for central government action to change this situation. In 2013 ALGA requested commensurate funding for a national referendum in line with others:

ALGA argues that recognition of local government in the Constitution is needed to protect important funding for local projects and provide councils with the certainty that funding for local projects can continue without claims of constitutional invalidity. (ALGA 21/03/2013).

Whilst there is a growing amount of literature on sustainability policies outside Australia (Bekin, Carrigan & Szmigin (2006); Jones (2003); Milne & Patten (2002); and Mobus (2005), there is relatively little within Australia itself in terms of local government policy. In particular, there are none which identify stakeholders' influence on local governments in Australia in choosing sustainability policies. This study provides a springboard for future research into sustainability policy choices of local government in Australia and beyond. Globally, sustainability issues have increased in importance for both industry and government.

Many of the existing studies of local government in Australia concentrate on disclosure issues and use legitimacy theory (Saggers, Carter, Boyd, Cooper & Sonn (2003); Lewis (2000); House & Moll (2001); Kloot & Martin (2002); Priest (1993). Through the application of stakeholder theory, this study examines the stakeholders who influence the choice of sustainability policies of local government within Australia.

Not only does this research form the basis of further investigation, it is also significant for council employees whose employment is impacted by the sustainability policy choices of their respective councils. It also provides an important benchmark for local, state and commonwealth government politicians against which to compare their current sustainability policies. For lobbyists and marketers, identifying stakeholders

who potentially benefit their cause, is vital. Moreover, identifying which stakeholders influence local government policy choices is significant for all stakeholders.

1.3 Research questions

The existing literature examining issues of sustainability is very much driven by end results, as evidenced by studies on disclosure in the literature review. By contrast, this study used a feed-forward approach and stakeholder theory to answer the following questions:

1. What influence does stakeholders have on the sustainability policy choices of local governments in Australia?
2. Does stakeholder influence on sustainability policy choices of local government vary between local governments in Australia?
3. Which stakeholders influence the sustainability policy choices of local governments in Australia?
4. What influence does GRI, as an independent stakeholder, have on the sustainability policy choices of local governments in Australia?

1.4 Thesis outline

This thesis has been structured as follows:

- Chapter 1 outlines the purpose, motivation, significance and research questions used in the study.
- Chapter 2 reviews the literature related to this study in Australia and elsewhere encompassing sustainability, policy, local government, stakeholder theory, and Global Reporting Initiatives.
- Chapter 3 describes the methodology and theoretical framework used in the study.
- Chapter 4 covers the measurement of the variables and the instruments. It explains how each of the study variables was defined and measured. This chapter also provides an explanation of how the data collection instrument was structured and pre-tested.
- Chapter 5 of the thesis discusses the pilot study and evaluates its implications for the final mail-out.

- Chapter 6 deals with the data collection and makes a preliminary analysis of the data obtained.
- Chapter 7 analyses the results of cross-tabulations amongst study variables.
- Chapters 8 and 9 interpret the descriptive statistics relating to the study model, including regression analysis and cross-tabulation.
- Chapter 10 provides a summary of the study and brings together all its conclusions. It also discusses the implications for local government and puts forward suggestions for further research.

1.5 Summary

Chapter one identifies sustainability as an issue of global importance. It places responsibility for sustainability policy choices of stakeholders at the local government level. The study seeks to determine which stakeholders influence local government in making the sustainability policy choices they do, according to perceived levels of salience accorded to them by the councils' CEOs. It also outlines the four research questions used in the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Literature review

The research questions forming the basis of this study are shown in section 1.3 above. The literature relevant to this study covers policy, stakeholder theory, sustainability, local government, and Global Reporting Initiatives. Local government worldwide is variously referred to as local councils, municipalities, and city councils. This study uses the phrase “local government” during chapter discussions and result reviews.

2.1.1 Policy and policy-makers

This study focuses on policy (policies) chosen for sustainability purposes. Weis’s (1994, p. 2) definition of a policy is “...policies are derived from management goals and define the desired behaviour of distributed heterogeneous systems, applications, and networks.” In essence, a policy is a set of rules aligned to the achievement of a management goal.

Throughout history, policy practice has been well documented. The following quotations reflect commonly accepted outcomes of policy choices from an end-result viewpoint. While they examine why some policies were chosen over others, none of them explain why those choices were made in the first place, and who or what influenced the policy-makers in their policy choices.

Sharkansky (1995, p. 56) discussed an historical analysis of “...age old concern with the actions of government.” The study considered that “there are claims of particularity asserted for each variety of policy analysis, and that an inclusive view has advantages to compensate for whatever nuances are overlooked” (p. 47). Sharkansky went on to describe how dissenters (stakeholders of their time) had been accommodated by different governments in different historical periods and different cultures. He came to the conclusion that, despite the availability of more sophisticated models of policy analysis, many other variables such as timeliness and political influence can result in criticism against the outcomes.

Martin (1997, p. 272) studied the efforts of the “...eighteenth century genius of many interests,” Jeremy Bentham (1748-1832). Bentham was not only concerned with better public policies, but also with the implementation of those policies. Bentham’s influence on the doctrine of utilitarianism is commented on by Henry (1992, p. 394): “...[of] all the philosophies that have had the most influence on public administrators in terms of intellectual rigour and social appropriateness, utilitarianism holds first place in the theory, if not in actual practice.”

Shahidullah (1998) questioned the value of sociological knowledge in policy-making. His summary stated: “there is no government where policy-making is entirely based on science and reason. Ideology, emotions, passions and common sense have always played a role in policy-making” (p.103).

The need for information by policy-makers was investigated by Beers, van Asselt, Vermunt and Kirschner (2003). They attempted to gain an insight into how policy-makers work and learn and stated that, in order to make policy, policy-makers needed pertinent information about policy problems from sources such as linkages; as well as the different cultural perspectives of those policy problems. They concluded that (p. 78) “...policy makers’ information searching strategies do not fulfil these information needs.”

2.1.2 Stakeholder theory

Stakeholder theory contends that any organisation is responsible and accountable to more than just its shareholders. There are usually many groups or individuals who are either influenced by the actions of the organisation, or are capable of influencing the organisation for their own agendas.

In its use of stakeholder theory, this study identifies the stakeholders that influence the councils in their sustainability policy choices, and the salience they enjoy. Stakeholder theory extends to positive theory and normative theory approaches. The latter states that all stakeholders should be treated equally and should enjoy equal status and consideration in the eyes of the organisation.

Deegan (2006, p. 294) described stakeholder theory as having “...both an ethical (moral) or normative branch (which is also considered as prescriptive), and a positive (managerial) branch.” Under the ethical branch he considered the treatment of stakeholders by an organisation and stated (p. 295) that under the ethical branch of stakeholder theory “...all stakeholders have the right to be fairly treated by an organisation.” He went on to consider that the impact of the organisation on individual stakeholders was of relevance, rather than the power a stakeholder had over the organisation. He believed that “...issues of stakeholder power are not directly relevant” (p. 295).

Honderich (1995, p.705) discussed positivism through the works of theorists such as Comte and Saint-Simon, mid 19th century social reformers. He described positivism’s original form in three stages: the religious, the metaphysical and the scientific. The scientific stage is the root of contemporary positivism theories which relate to a proven “what is” rather than a normative “what can or should be.” Honderich (p. 507) also investigated logical positivism as espoused by the 20th century movement, the Vienna Circle, whose members included Carnap, Feigl, Neurath, Schlick and Waisman. This group considered that the foundational claims of science were “...more directly verifiable (and thus more trustworthy) than the more abstract law and theoretic claims ...” (p. 508).

Under the managerial branch of stakeholder theory, Deegan (2006, p. 298) went on to cite Ullman (1985, p. 2) who stated “...our position is that organisations survive to the extent that they are effective. Their effectiveness derives from the management of demands, particularly the demands of interest groups upon which the organisation depends.” This branch of stakeholder theory then appeared to accept the importance of varying levels of stakeholder power. Deegan also cited Roberts (1992, p. 598) “as the level of stakeholder power increases, the importance of meeting stakeholder demands increases also.” This study approaches local government sustainability policy choice from the viewpoint of the previously discussed managerial stakeholder theory.

Kong (1996, p. 45) cited Freeman’s (1984, p. 53) definition of stakeholders as “any group or individual who can affect or is affected by the achievement of an

organisational goal.” Bartol, Tein, Matthews and Martin (2005, p. 346) agreed. Their summation on corporate social responsibility is that “organisations must now respond to more than just their shareholders’ desire for increased profits. Increasingly, different stakeholders are demanding to be heard on a wide range of issues...”

According to Gray, Owen and Adams (1996, p. 45) stakeholder theory, along with legitimacy theory and institutional theory, is a systems-oriented theory, otherwise known as an open-systems theory (Suchman, 1995, p. 571). Essentially, stakeholders are all parties who can influence the outcome(s) of an organisation in the paradigm within which it exists. Henderson, Pierson and Harris (2004) believed the importance of different stakeholders to an organisation often determined what levels of voluntary disclosure took place in the annual reports. They contended that the levels of importance often helped decide which stakeholders were considered. They also stated (p. 454) that “stakeholders can influence or be influenced by the operations of the organisation.” Deegan (2006, p. 337) listed issues of importance for triple bottom line reporting as: why, who, and what; the “who” being the stakeholders.

Schilling (2000) drew on the works of Mary Parker Follett, an administrative management theorist from the Classical School of Management. Schilling argued that Follett’s work, although not generally acknowledged as such, was actually contemporaneous with modern views on stakeholder theory.

Lepineux (2005, p. 99) contended that “abstract stakeholder theory is a weak theory which suffers from a number of flaws.” She cited Tevino and Weaver (1999, p. 223) and claimed that some authors questioned the status of stakeholder theory. She concluded that the inclusion and classification of Civil Society strengthened the postulation of stakeholder theory as a true theory of relevance. However, Cooper (2004, p. 20) argued against this statement and cited Donaldson and Preston (1995) who suggested that the theory was justifiable on the basis of three aspects: its descriptive accuracy, instrumental power and normative validity.

Payne, Ballantyne and Christopher (2005, p. 857) examined the fact that organisations have a range of stakeholders over and above shareholders to whom they are answerable and responsible. They implemented the six markets model to outline a

framework for analysing stakeholder relationships. The six market domains comprised (p. 861) “customer, referral, supplier and alliance, influence, recruitment, and internal.”

Pesqueux and Damak-Ayadi (2005) challenged the perception and reality of both the meaning of “stakeholder” and who stakeholders really are. They claimed that (p. 5):

The very expression stakeholder has become so widespread today that many pundits have forgotten that it first arose in the USA as a liberal reaction (remember that what our US friends call liberal is what we would call oppositional) to the primacy being bestowed upon financial value, led by the figure of the shareholder – a primacy that became legitimate during President Reagan’s time in office.

These authors cited Donaldson and Preston (1995), who had claimed stakeholder theory resulted in the publication of over 100 articles and a dozen books. Pesqueux and Damak-Ayadi (2005, p. 6) stated “however, when taken out of its US cultural context, the stakeholder concept becomes a relatively vague one.” They concluded “as a theory of organisations, stakeholder theory has helped to found a relational model of the organisation” (p. 18).

Gao and Zhang (2006) commented on the impact and effect of stakeholder theory on society in general and political marketing specifically. They drew upon AA1000 and other supporting studies to evaluate the effects of dialogue-based social auditing on corporate sustainability, and concluded that “corporation performance increasingly depends on its relationships with key stakeholders and partners” (p. 737).

Selman (1998); and Kitchen, Whitney, and Littlewood (1997), investigated local councils and the resultant dynamics of Local Agenda 21. They concluded that compliance could arguably be proven but that further research was necessary. Galbreath (2006) explored the benefits of a stakeholder management approach and found that, to a point, such an approach did affect the bottom line.

Hutomo (1995), in his research on voluntary environmental disclosure, and Kong (1996), in his study on social disclosure, both examined Australian-listed mineral mining companies from a stakeholder approach. Both authors referred to the stakeholder model developed by Ullman (1985, p. 552) who described his three-dimensional model as consisting of: stakeholder power (the stakeholder's ability to influence and control management decisions and corporate resources); strategic posture (the mode of response of corporate key decision-makers concerning social demands); and economic performance (the past and current economic performance of the company). Ullman concluded: "...the situation pertaining to the relationships among social performance, social disclosure, and economic performance can best be characterised at this time as empirical data in search of an adequate theory" (p. 555).

Phillips (2002) researched the Australian banking industry through a stakeholder analysis of Corporate Social Responsibility (CSR). He considered the definition of a stakeholder to be all-embracing, but opted to include only power-dependent stakeholders, defined as "stakeholders who lack power...because these stakeholders depend on others...for the power to carry out their will" (Mitchell, Agle, & Wood, 1997, p. 877).

Mitchell, Agle and Wood (1997, p. 857) not only identified the stakeholder classes, but also examined the salience and prioritisation of the various stakeholders. They discussed the difference between broad and narrow views of stakeholders and cited Bowie (1998), Freeman and Reed (1983), and Näsi (1995), who viewed stakeholders as "... relevant groups in terms of their direct relevance to the firm's core economic interests...their necessity for the firm's survival." They also formed a view of stakeholders as "...based on the empirical reality that companies can indeed be vitally affected by, or they can vitally affect, almost anyone." They defined stakeholders according to "...groups that have a legal, moral or presumed claim on the firm, and groups that have an ability to influence the firm's behaviour, direction, process or outcomes" (p. 859).

The aforementioned studies of stakeholder theory have over time led to a generally accepted base of understanding of stakeholders. However, concerns have been raised as to whether research on stakeholder theory is yet complete.

Several critiques have been written about the existing literature on stakeholder theory. These critiques do not discredit the research undertaken to date, and acknowledge contemporary views and approaches based on stakeholder theory up to this point in time. The concerns were that their own studies identified aspects which required further research in order to provide more substance and substantiality to existing stakeholder theory views. Antonacopoulou and Méric (2005) built on existing stakeholder theory literature with their investigation of whether “...stakeholder theory is management science or a sophisticated ideology of control” (p. 22). They concluded that stakeholder theory research thus far had been very useful and that stakeholder theory had not yet reached maturity.

Key (1999) accepted that the dominant model of firm behaviour, the economic model, would benefit from the emergence and application of stakeholder theory. She cited Brenner and Cochran (1991) who suggested “...that a stakeholder model might be the appropriate rival paradigm to the economic model.” Key (1999, p. 326) concluded that stakeholder theory was “...lacking in sufficient theoretical content.” Key also believed that the use of contract theory would fill existing gaps in stakeholder theory.

Much of the previous research identified typologies of various stakeholder groups and confirmed contractual obligation. However, it is believed more research needs to be carried out to further understand the interactions and dynamics that exist between the stakeholders.

Our analysis also makes the case for the need to engage and critically reflect further on the various assumptions underpinning different perspectives informing stakeholder theory, so that greater conscientization on the values underlying knowledge production processes in management and organization studies can lead to more insightful and pragmatic representations of these complex and multi-faceted aspects of social relations that stakeholder theory is committed to address (Antonacopoulou & Méric 2005. p. 31).

Stoney and Winstanley (2001, p. 623) discussed the purpose, interpretation and use of stakeholder theory. They asked: “does stakeholding merely imply a philosophical standpoint, an analytical tool, a model of best practices or a set of legally enforceable

rights and responsibilities?” These authors commented on how stakeholder theory “...oscillate[s] freely between positive and normative analysis” (p. 607). They questioned whether stakeholder theory was justified on grounds of rationality or emotion, and discussed the fact that much of the research upon which stakeholder theory was built was of European origin. This is akin to management concepts taught in universities in Australia. How well they translate to other regions would in itself be an interesting study. Stoney and Winstanley acknowledged the benefits of resultant power afforded to managers and politicians by the use of stakeholder theory as a rhetorical device. In a similar manner to Antonacopoulou and Méric (2005), they believed that their own results would enhance a final model of stakeholder theory and concluded:

However we believe that it is only by developing a more coherent concept that stakeholder advocates can move on to confront the criticisms generated from the left and right of the intellectual spectrum and begin to challenge the raft of political, legal and institutional obstacles which will have to be negotiated if stakeholding is ever to provide the foundation for a more civilized and substantial form of capitalism (p. 623).

Sudhardjanto (2008, p. 33) discussed additional stakeholder typologies. He cited Clarkson’s (1995) study, which asserted that a primary stakeholder has a direct relationship with the company, as opposed to the indirect relationship of a secondary stakeholder. He further discussed (p. 34) “...narrow (financially-based) and broader (financially and non-financially based) perspectives of stakeholders.”

Verdeyen, Put and Buggenhout (2004, p. 327) identified their divisions of stakeholders which are summarised in table 2.1.

Table 2.1
Summary of divisions of stakeholders

	Divisional Stakeholders	Participant Stakeholders
First Distinction	Primary Stakeholders	<ul style="list-style-type: none"> • Shareholders • Board of directors • Management <p>Actors who can <u>directly</u> influence the company's policy and decision-making.</p>
	Secondary Stakeholders	<p>All the other groups who are affected or who can affect <u>indirectly</u> the achievement of the organisation's objectives.</p> <ul style="list-style-type: none"> • Employees • Suppliers • Customers • Media • Interest organisations • Competitors
Second Distinction	Internal Stakeholders	Stakeholders who influence from the inside.
	External Stakeholders	Stakeholders who influence from the outside.
Third Distinction	Contracting Stakeholders	<ul style="list-style-type: none"> • Managers • Shareholders • Employees • Customers • Suppliers • Creditors
	Public Stakeholders	<ul style="list-style-type: none"> • Consumers • The Government • Environmental action groups • Local residents • Press and media • Universities
Fourth Distinction	Primary Social Stakeholders	<ul style="list-style-type: none"> • Employees • Managers • Investors • Customers • Suppliers • Business partners • Local community
	Primary Non-social Stakeholders	<ul style="list-style-type: none"> • Natural environment • Non-human species • Future generations
	Secondary Social Stakeholders	<ul style="list-style-type: none"> • Government • Civil society • Social and third world pressure groups • Unions • Media and commentators • Trade bodies • Competitors
	Secondary Non-social Stakeholders	<ul style="list-style-type: none"> • Environmental pressure groups • Animal welfare pressure groups

2.1.3 Studies of stakeholder theory based on stakeholder attributes of power, legitimacy and urgency

Since the initial research by Mitchell et al. (1997) which laid the foundations of stakeholder salience evaluation through permutations of the three stakeholder attributes of power, legitimacy and urgency, other researchers have endeavoured to either support, utilise, or critically analyse their research results. Siriwardhane and Taylor (2012) incorporated the same concept of salience by utilising Mitchell et al.'s research for their own study on the prioritisation of stakeholders by mayors and CEOs, with reference to infrastructure decisions. Further studies of stakeholder prioritisation were carried out by Parent and Deephouse (2007) and Boesso and Kumar (2009). Studies of stakeholder salience with a view to politics, were carried out by De Bussy and Kelly (2010); O'Higgins and Morgan (2006); Gomes, Liddle and Gomes (2012); and Gomes and Gomes (2009). Studies on stakeholder legitimacy and ethics were undertaken by Phillips (2003); and Gilbert and Rashe (2008). Other studies into stakeholder theory include Donaldson and Preston (1995); Magness (2007); and Neville, Bell and Whitwell (2011). Table 2.2 reviews brief objectives and the findings of their research.

2.1.4 Sustainability

In recent years environmental issues have become some of the most publicised and politically important concerns for society. Such debates fall under the umbrella of sustainability. The word "sustainability" is a holistic cover-all relating to the environment (planet); the inhabitants of the planet (the human race and the animal kingdom); and the interaction of all, through the use by the inhabitants, of the finite resources of the planet. Add to this the impact of business and government through the private and public sectors respectively, and it becomes clear that concerns about the rate of use of those finite resources, the disposal of waste as a result of consumer consumption, and the impact of manufacturing itself have arisen altruistically or been politically driven.

Brueckner (1998, p. 7) referred to Carson (1962); Ehrlich (1970); Meadows, Meadows, Randers and Beherens (1972); as being amongst the earliest researchers into the impact of human economies on the global environment. It was not until the 1972 United Nations Conference on Human Environment in Stockholm that the stage was set for an internationally linked approach to the environment and sustainability. In 1997, a broad definition of sustainability emerged from the United Nations. The

Brundtland Report as it became known, defined sustainability as "...development that meets the needs of the present world without compromising the ability of future generations to meet their own needs" (Deegan, 2006, p. 332).

Palmer, Cooper and van der Vorst (1997 p. 88) listed four dimensions of sustainability as being futurity (concern for future generations); environment (concern to protect the integrity of eco-systems); equity (concern for today's poor and disadvantaged); and public participation (concern that individuals can participate in decisions affecting them). The four dimensions are in continuous interaction with each other.

In a more political vein, McKenzie (2004, p. 3) discussed a "brown" agenda, promoting economic development and fostering social capital as a key means to control environmental destruction. He cited Banerjee (2003) and argued that:

...sustainable development, rather than representing a major theoretical breakthrough is very much subsumed under the dominant economic paradigm. As with development, the meanings, practices and policies of sustainable development continue to be informed by colonial thought, resulting in the disempowerment of the majority of the world's populations, especially rural populations in the Third World...

Clarke and Clegg (2000, p. 46) stated "...sustainability is becoming a key business imperative, as the eternal search for domination over nature is replaced by the challenge of achieving environmental balance." Porter and Van der Linde (1995, p. 20) considered the impact of business production on the environment and consequent sustainability. They stated:

...properly designed environmental standards can trigger innovations that lower the total cost of a product or improve its value. Such innovations allow companies to use a range of inputs more productively – from raw materials to energy labour thus offsetting the costs of improving environmental impact and ending the stalemate. Ultimately this enhanced resource productivity makes companies more competitive, not less.

From the perspective of internal sustainability of the private sector (and its emerging mirror image, the public sector) sustainability of the planet must take into account the sustainability of human resources. Both the private and public sectors have an enormous impact on the environment, giving rise to catch-phrases such as “carbon footprint.” Wilkinson, Hill and Gollan (2001, p. 1497) stated that “the achievement of changes in operations and environmental management...is impossible without appropriate human resource policies to develop the necessary technical and managerial skills within the organisation.”

Frankental (2001) somewhat provocatively questioned whether Corporate Social Responsibility (CSR), the public face of the private sector endeavouring to convince society that it is being pro-active in its support of sustainability, is in fact a public relations invention. He stated:

It [CSR] can only have real substance if it embraces all the stakeholders of a company, if it is reinforced by changes in company law relating to governance, if it is rewarded by financial markets, if its definition relates to the goals of social and ecological sustainability, if its implementation is benchmarked and audited, if it is open to public scrutiny, if the compliance mechanisms are in place, and if it is embedded across the organisation horizontally and vertically.

Frankental also made the point that CSR went as far back as the French Revolution.

Table 2.2

Further research on stakeholder salience

Title	Author	Year	Journal	Objective(s)/theory	Sample size	Type of statistics	Findings
Stakeholder prioritisation by Mayors and CEOs in infrastructure decisions	Siriwardhane, P., and Taylor, D.	2012	AFAANZ 2012 Conference	An investigation into the perception differences of Mayors and CEO's in local government.	420 LGA in Australia	Descriptive, ANOVA	More similarities than differences in the perceptions of Mayors and CEOs regarding stakeholder attributes and resultant salience.
Stakeholders, politics and power: Towards an understanding of stakeholder identification and salience in government.	De Bussy, N.M., and Kelly, L.	2010	Journal of Communication Management (2010) 14:4 pp. 289-305	An exploration of the stakeholder conception politics.	23 politicians and political advisors in Western Australia.	Qualitative interviews.	Confusion over stakeholder "legitimacy."
A case study of Stakeholder Identification and Prioritization by Managers	Parent, M.M., and Deephouse, D.L.	2007	Journal of Business Ethics. (2007) 75:1-23	The examination of, identification and prioritization of, stakeholders by managers.	2 committees from 2 major games venues.	Archival data and semi-structured interviews.	Most stakeholders fall into definitive, dominant or dormant types.
Stakeholder Legitimacy	Phillips, R.	2003	Business Ethics Quarterly (2003) 13:1 pp. 25-41	Further research into legitimacy in stakeholder theory caused by current ambiguity.	Existing research reviewed.	Qualitative review.	The need to clearly differentiate between normative, derivative and non-stakeholders.
Opportunities and problems of Standardized Ethics Initiatives- a Stakeholder Theory Perspective.	Gilbert, D.U. and Rashe, A.	2008	Journal of Business Ethics (2008) 82:757-773.	Problems caused by standardized ethics.	Existing research reviewed.	Qualitative review.	Benefits of the introduction of standardized ethics with regard to stakeholder theory.
The stakeholder theory of the corporation: Concepts, evidence, and Implications.	Donaldson, T., and Preston, L.E.	1995	Academy of Management Review (1995) 20:1 pp. 65-91	An investigation into stakeholder theory.	Existing research reviewed	Qualitative review.	Confirmation that stakeholder theory is "managerial."

Title	Author	Year	Journal	Objective(s)/theory	Sample size	Type of statistics	Findings
Stakeholder salience and engagement in political organisations. Who and what really counts?	O'Higgins, E.R.E., and Morgan, J.W.	2006	Society and Business Review (2006) 1:1 pp. 62-76.	The study of relationships between political parties and their stakeholders.	Ten selected participants from five major Irish political parties.	Empirical questionnaires. Descriptive statistics.	Most important stakeholders received more consideration.
A five-sided model of stakeholder influence. A cross-national analysis of decision making in local government.	Gomes, R.C., Liddle, J. And Gomes, L.O.M.	2012	Public Management Review	How English and Brazilian public sector managers perceive stakeholder influence.	Comparison of two studies (English and Brazilian).	Qualitative comparison.	Support for a normative approach towards stakeholders.
Depicting the arena in which Brazilian local government authorities make decisions.	Gomes, R.C., and Gomes, L.O.	2009	International journal of Public Sector Management. (2009) 22:2 pp. 76-90	Stakeholder influence on managers of small size Brazilian municipalities.	Four case studies in four Brazilian municipalities.	Qualitative in-depth unstructured interviews.	Identifies stakeholder influences.
An investigation of stakeholder prioritization and engagement: who or what really counts.	Boesso, G., and Kumar, K.	2009	Journal of Accounting and Organisation-al Change (2009) 5:1 pp. 62-80.	How managers prioritize stakeholder relationships.	244 managers from two business contexts, Italy (114) and USA (130).	Anonymous questionnaires. Correlations Analysis of variance T-tests	Managers tend to prioritize their stakeholders based on their attributes of power and legitimacy.
Who are the Stakeholders Now? An empirical Examination of the Mitchell, Agle and Wood's Theory of Stakeholder Salience.	Magness, V.	2007	Journal of Business Ethics (2007) 83 pp. 177-192	An investigation into two environmental accidents and two stakeholder groups.	Forty four mining companies' details.	Correlations and multiple regression analysis of secondary archival data.	Of the two main stakeholders, managers responded to the first accident, shareholders responded to the second.
Stakeholder Salience Revisited: Refining, and Refuelling an Underdeveloped Conceptual Tool.	Neville, B.A., Bell, S.J, and Whitwell, G.J.	2011	Journal of Business Ethics (2011) 102 pp357-378.	Reviews Mitchell et al theory of stakeholder identification and salience.	Review of existing research.	Theoretical review and re-examination of existing research literature.	Identified weaknesses and strengths plus an agenda for future research.

2.1.5 Sustainability studies in Australia

Sustainability studies have been undertaken by theorists such as Tilbury (2004, p. 103) who questioned "...how well positioned is Australia to respond to the challenges of educating for sustainability?" Her paper was future-orientated and was considered a necessary framework for education of sustainability in relation to the needs of society as a whole. She cited (p. 104) Malone, Fien, Guevara and Lang (2004) and argued that "...Australia has been slow to adopt the term 'sustainable development' and terms such as 'environmental education', 'education for sustainability' or 'education for sustainable development' are often used interchangeably." Similarly, public sector governance and stakeholder participation issues were questioned by Cooper, Bryer and Meek (2006); Bingham, Nabatchi and O'Leary (2005); Nicoll (2005); Hill (2005); Tebbatt (2006); Jameson (2007); Beatty and Williams (2007); Richards and Freiman (2004); Stein (2006); Power (2007); Werkner (2007); and Jukes (2007). They summarised the growing need for Local Agenda 21 in public sector operations.

Burritt (2002, p. 405) summarised a framework for analysis of environmental reporting. He concluded that: (a) implementation of GRI guidelines in the public sector in Australia was hampered by the lack of integrated government reporting infrastructure; (b) there was no evidence of real interest in developing a framework for reporting; and (c) cost/consequence of mandated/voluntary disclosure are to an extent oblique or ambiguous at best. Charles (2005) found that only 23% of the top 100 companies in Australia implemented Corporate Social Responsibility (CSR) reports. Adams and Larringaga-Gonzalez (2007) presented a case for research in ethical, social and environmental (or sustainability) accounting and accountability. Their findings concluded that there was a lack of engaging research in these areas.

Adams and McNicholas (2006) examined the corporate processes for developing a sustainability report utilising Kurt Lewin's integrated model of planned change. They concluded that organisations which utilised Lewin's change model reflected improved models of sustainability reporting. Similar results were recorded by Alvaraz and Rogers (2006) in their investigation into epistemological shifts in understanding of sustainability in teaching practice. McKenzie (2004) proposed some definitions for social sustainability. Her summation of those definitions was "social sustainability is:

a life-enhancing condition within communities, and a process within communities that can achieve that condition” (p. 12).

Ross (2002) and Dowse (2006) reviewed selected sustainability measures from GRI (G3) and Local Agenda 21. Luckman (2006) investigated social responsibility reporting and triple bottom line sustainability reporting. His focus was the 28 sector Kiwi-Growth framework of New Zealand. In part, he concluded that (p. 266) “current approaches to sustainability reporting suffer from uncertainty about the purpose of the reporting and the content required...”

Zabel (2005, p. 717) looked at “...the rules of the game of doing business towards sustainability” and evaluated the historical approach of doing business with a new model with a bias towards sustainability. He concluded that (p. 731) “the establishment of a sustainability-oriented interaction network will only succeed if the relevant social and individual actors contribute.” Zabel’s conclusions were supported by contemporary studies of Yuan (2001) Melahia and Wood (2004); McGill (1994); Del Bello (2006); Bekin, Carrigan and Szmigin (2006); and Beard and Rees (2000).

Brueckner (1998) studied the role of management in the move towards ecologically sustainable development (ESD). He discussed the “widespread amoral business conduct, and the dominance of economic rationalism within business science” in his abstract (p. ii). He found Australia to be lagging behind international trends for putting ESD theory into practice. His 1998 study recognised Germany as the world leader for ESD at that point in time.

2.1.6 Sustainability and the public sector in Australia

The following researchers were very interested in issues of disclosure. Burrit and Welch (1997) looked at accountability for environmental performance of the Australian commonwealth public sector. In their study the authors explored the development of an environmental accountability framework for application in the Australian commonwealth public sector. They concluded that a framework had to identify whether any distinction existed between private and public entities when it came to disclosure of environmental issues and the identification of key stakeholder groups which legitimise the activities of public sector organisations.

Studies investigating environmental disclosures in Australian local government annual reports have been carried out by Tan (2001); Adams (2004); Brakertz (2006); Christensen and Skaerbaek (2006); Hoque and Moll (2001); Mack and Ryan (2006); and Frost (2000).

Frost and Toh (1998) examined environmental accounting practices and management attitudes in New South Wales public sector entities. They reported on the results obtained from a postal survey of NSW public sector entity managers on environmental accounting and management procedures, and the managers' attitudes toward environmental issues. The authors concluded (p. 51) "...that improved environmental management within the NSW public sector must entail greater links between financial and environmental performance, and clearer policy directives from government on environmental performance." Taylor and Rosair (2000) concluded that the amount of accountability-related disclosure provided by a government department is influenced by those user groups that directly participate in the decision process of the department.

Worthington and Dollery (2002) made an analysis of recent trends in Australian local government which investigated the drastic changes Australian local government had undergone in the last decade. They concluded that such compulsory changes had been somewhat inconsistent in their application, with Victorian local government being more affected than most.

Bulkley (2000) examined local government and greenhouse policy in Australia and found that there was a pragmatic realisation that to achieve any emissions reductions would need the co-operation of local government.

Taylor, Sulaiman and Sheahan (2001) audited environmental management systems using a legitimacy theory perspective. They found a management focus on compliance to their site's ISO 14001 in order to maintain certification credentials. The commercialisation of government services in relation to social objectives were carried out by Brown, Ryan and Parker (2000); and Dixon, Kouzmin and Korac-Kakbadse (1996). Resultant public sector reform generated a study by Worthington (2000). Public discourse issues and community implications were carried out by Boyce

(2000); Carpenter and Meehan (2002); Chavan (2005); Frost and Toh (1998); Mangos and Lewis (1995); and Trainer (1997).

2.1.7 World studies

Like Australia, the majority of global studies relate to public sector examination disclosure of environmental issues in response to Corporate Social Responsibility (CSR). In addition to dealing with issues of disclosure, the majority of those studies also viewed them from a legitimacy theory standpoint.

International studies in the area of public sector response to social policy and disclosure include Sittle, Blas and Conesa (1997) who investigated European Union regulations relating to business social issues through a comparison of Spain and the United Kingdom. They concluded that variances in compliance were the result of cultural differences in the perception of environmental issues between the two countries. The interaction between domestic and international drivers in relation to environmental policies and sustainability in Malaysia were investigated by Hezri and Hasan (2006). Brown, O'Regan and Moles (2005) undertook a comparative analysis of the application of sustainability metric tools using Tipperary Town, Ireland, as a case study. They found a high metabolic efficiency for household food and waste, based on their use of a material flow analysis (MFA).

King, Pashley and Ball (2007) investigated the environmental spending needs of Scotland's local authorities. They found that Scotland had higher per capita spending needs than England for public services. In the United Kingdom, studies have been carried out in the areas of social, ethical, and environmental disclosure by Solomon and Solomon (2006); Gendron, Cooper and Townley (2001); Balabanis, Phillips and Lyall (1998)' and Magness (2006). Whole system development was investigated by Wilkinson (1997).

Kobayashi (2004) investigated climate change and future options for carbon sequestration, and found that he was dealing with literature of a not-too-well understood technology. The author investigated scientific knowledge, impacts and policy trade-offs. He concluded that carbon sequestration was a promising approach which might end up as a "...major component of climate change mitigation policy

along with expanded renewable energy service and more efficient energy use.” Studies were also undertaken into social audits (Lewis, 2000) and renewable energy and conservation policy (Hall, 1996). Betsill and Bulkeley (2006) carried out studies into multilevel governance of global climate change.

Rowland-Jones and Cresser (2005) set about determining a quantifiable pollution management model (QPM). The authors’ aim was to develop a model for social management with resultant achievement indicators. They concluded that QPM reflected the cause and effect relationship of the balanced scorecard methodology of Kaplan and Norton (1992). Hill (2001) investigated sustainability, greenhouse gas emissions and international operations management. He focused on the 1997 Kyoto Protocol and political and economic factors that influenced environmental investment decisions. Hill concluded (p. 1517) “that it is quite common for operations managers to be concerned only with details and processes and procedures within the boundaries of their own plant, with some appreciation of external prices related to products, materials supplies and waste.” He also noted that by the mid-1990s, ECU emissions were just below 1990 levels, whilst emissions from other OECD countries were six percent higher, due largely to economic growth in the United States.

Staley (2006) looked at institutional considerations for sustainable development policy implementation using a US case study. His purpose was to examine political and economic institutional constraints that can facilitate or impede the implementation of sustainable development policies in urban areas. Staley concluded that “planners and local policymakers have a role to play in achieving sustainable development in cities and regions” (p. 246).

A seminal study by the office of the deputy prime minister in the United Kingdom (2002) carried out a postal survey of all local authorities in England. Its aims were to evaluate public participation initiatives being used by local authorities. Amongst its conclusions were: the scale of public involvement in local decision-making was sizeable; district and rural councils were the least active across the participation initiatives addressed in the survey; and most councils agreed that issues of education and those of a sensitive nature should not be included in public participation.

Table 2.3
World studies

Title	Author	Year	Journal	Objective(s)/theory	Sample size	Type of statistics	Findings
In the name of accountability: State auditing, independence and new public management.	Gendron, Y., Cooper D.J., Townley, B.	2000	Accounting, Auditing and Accountability journal, vol14, No:3, pp278-310	Investigates the role of the state auditor in Alberta Canada. Analysis of office of Auditor general of Alberta's annual reports.	Public sector administration Canada	Analysis of historical financial reports of the auditor general's office.	Concludes that the office is strong advocate of performance-accountability framework. Power relates to vulnerability.
Framing and overflowing of public sector accountability innovations: a comparative study of reporting practices.	Christensen, M., Skaerbaek, P.	2007	Accounting, Auditing and Accountability Journal vol. 20, No:1, pp.101-132.	To explain why public sector performance reporting that emphasises external accountability may turn out differently from the official stated aims.	The emerging accountability report networks in NSW and Denmark. (Government agencies).	Analysis of statutes, annual reports, white papers and audit reports and ten qualitative interviews with reporting agencies, central agencies and a parliamentarian associated with the reforms.	The accountability reports became bureaucratic communications between the reporting and central agencies. Central agency cost cutting caused "overflows."
The environmental spending needs of Scotland's local authorities	King, D., Pashley, M., and Ball, R.	2007	Local Government Studies, vol.33, No.2, pp 271-309.	Compares relative needs of Local authorities in England and Scotland.	England and Scotland.	FSS and GAE approaches to PSS	Scotland's per capita needs for local government services as a whole are about 6% above England's.
Green teams and the management of environmental change in a UK county council	Beard, C., and Rees, S.	2000	Environmental Management and Health, vol.11, No.1, pp. 27-38	Cultural change regarding environmental issues in a single local authority.	Kent County Council (KCC), England.	"Green Team," approach.	Difficulty in translating environment rhetoric into reality. KCC has made worthwhile progress whilst environmental change issues are in their infancy.
A comparative analysis of the application of sustainability metric tools using Tipperary Town, Ireland, as a case study.	Browne, D., O'Regan, B., and Moles, R.	2005	Management of Environmental Quality: An International Journal, vol.16, No.1, pp. 37-54.	To compare utility transparency for stakeholders and policy-makers.	Single town in Ireland.	ISCAM method plus a materiality flow analysis (MFA).	For household food and waste there was a high metabolic efficiency.
UK public sector reform and the "performance agenda" in UK local government.	Harris, L.	2005	Personnel Review, vol.34, No.6, pp. 681-696.	Examines impact of public sector modernisation agenda in England and Wales impacts on HR service provision.	England and Wales. (2 county and 2 unitary authorities)	Best Value Review (BVR) approach. 10 focus groups, each of 12 employees.	BV approach to public sector service modernisation has shaped the development of HR processes and practices in UK local government.

2.1.8 Australian local government

Studies on Australian local government include Mills, Stock and Lowe (1999) who examined local government, energy efficiency and greenhouse policies through the performance of the Brisbane City Council. They concluded that a reduction in methane gas emissions from landfills was a critical factor in environmental policy.

Mack and Ryan (2007) investigated the role and importance of the annual report as a source of information about public sector entities. They concluded that the annual report was not the most important source of information and that different stakeholder groups attached different levels of importance to the annual report. McShane (2006) examined the connections between community and community facilities, and the implications for local government facility management. His findings concluded that “... renewed focus on community, and policy outputs, particularly at local government level, are increasingly framed around community strengthening” (p. 269).

Mercer and Jotkowitz (2000) looked into Local Agenda 21 and barriers to sustainability at the local government level in Victoria, Australia. They investigated the outcomes of Australia’s commitment to the 1992 Rio Earth Summit which formulated Local Agenda 21 with the purpose of involving as many nations as possible in an international thrust for the active involvement of local authorities. Local Agenda 21s stated purpose is to pro-actively generate consultation between local councils and their local community. Chapter 28 of Agenda 21 stated “by 1996, most local authorities in each country should have undertaken a consultative process with their populations and achieved a consensus of opinion on a ‘Local Agenda 21’ for the community” (p. 164). These authors concluded that “our research raises serious questions about the degree to which Victorian councils, in particular, have made progress towards the formulation of Local Agenda 21s...” (p. 178).

Pini, Wild River and Haslam-McKenzie (2007) investigated fifteen case studies of rural councils in Australia. They found that despite minor differences in the types of problems faced by rural and metropolitan municipalities, the magnitude of the problems and the local governments’ ability to address them, were of importance. They stated: “typically those [local governments] with larger areas and a smaller

number of residents are those located in rural and regional areas” (p. 162). They also discussed studies by Keen and Mercer (1993) and Keen et al. (1994) which looked at local authorities located in metropolitan Victoria and concluded that “thus their study tells us little about particular problems that may be faced by rural local governments in seeking to progress environmental policy” (p.163). Spokes (2006) and Marr (2006) examined the ongoing need for local government to involve themselves with Triple Bottom Line (TBL).

Pini, Previte, and Haslam-McKenzie (2007) reported on a Q methodological study of stakeholder perceptions of rural government management of local resources. They found that “...at the local level, rural stakeholders perceive local government as an unwilling participant, an inconsequential participant, and, most positively, a participatory partner” (p. 427).

Whittaker (1997) reported on the results of two surveys on local sustainability and Local Agenda 21 in Australia and found that there was willingness, but little guidance for the survey participants.

Zwart, Brackertz and Meredyth (2005) looked at models of consultation and participation in Victorian local government. They found that the traditional consultation mechanisms, such as focus groups, were retained. However alternative methods were required for those stakeholders who may be affected, but who do not have the time, inclination or capacity to take part in traditional methods.

Randomly selected annual reports from New South Wales (NSW), South Australia (SA), Tasmania (TAS), Queensland (QLD), and Victoria (VIC) local councils revealed the following levels of disclosure information. Sutherland Shire Council, NSW (1998/9) allocated eleven of its ninety-three-page report on environmental management to disclosing revenue of \$804,000 resulting from the sale of recyclable kerbside collections. Mid-Murray Shire Council, SA (1999/2000), allocated a single page in its thirty-six-page report. Murray Bridge Council, SA (1996/7), allocated one paragraph of their thirty-six-page report. The City of Clarence, TAS (1992/3), allocated twenty five lines of a thirty-six-page report. The remaining six councils: Redcliff QLD (1993), Richmond QLD (1993), Rosalie Shire QLD (1992/3), Burnie

City TAS (1992/3), Rutherglen Shire VIC (1993), and the City of Ringwood VIC (1993), gave no such allocations.

Priest (1993) examined local government financial reporting through a survey of Western Australian practice and explored some explanatory economic and political factors. He found that local councils generally complied with accounting directions and practiced minimal voluntary disclosure. He also noted that councils with larger populations were more inclined to voluntary disclosure than smaller councils.

The final report by the Western Australian Local Government Association titled *Systematic Sustainability Study, In your hands: Shaping the future of local government in Western Australia* (2006), laid out a prescriptive approach for local councils to be sustainable and well equipped for the task of meeting community needs well into the twenty first century. A random search of the annual reports of local councils in Western Australia showed varying examples of stated policy and disclosure. This random sample of ten annual reports for various periods showed that only four made any provision for the discussion and disclosure of environmental policies.

Saggers, Carter, Boyd, Cooper and Sonn (2003) discussed the pressure on Western Australian Local Government Authorities (WALGA) for appropriateness of community development measurement. They researched management, elected members and community workers at five WALGAs, and concluded that “currently, the evidence in Western Australia, at least, suggests that few councils have been able to move beyond the rhetorical articulation of these aspirations, particularly at management and elected member levels of engagement” (p. 35).

Priest, Ng and Dolley (1999) surveyed three types of users of local government annual reports. They found (a) that citizens made few requests for local public sector financial statements; and (b) that citizen information requirements may be more complex than those of private sector organisations. Brennan and Dollery (1999) examined micro-reform and performance measurement in local government. They concluded that “benchmarking and performance indicators are the way of the future

and local government will need to acquaint itself with their operation over the next year” (p. 14).

Turner and Alderson (2005) and The Hunter Valley Research Foundation (2000) undertook case studies of social issues for local councils in Western Australia, the City of Gosnells (the former) and Blacktown City Council (the latter). The studies showed that both councils were pro-active in their quest for sustainability. Piaseka (2006), in her research on the City of Joondalup local council, identified how people could be encouraged to participate in local government and become active citizens.

Deegan (2002) looked at the legitimising effect of social and environmental disclosures - theoretical foundation. He provided an overview of a theoretical perspective that was used to explain why managers might elect to publicly disclose information about particular aspects of their social or environmental performance, and concluded that “as long as disclosures remain predominantly of a voluntary nature then accounting academics will undoubtedly continue efforts to understand the motivations for reporting...” (p. 302). Deegan also stated “that the use of legitimacy theory in such a study was still in need of refinement” (p. 282).

Ryan, Stanley and Nelson (2002) analysed accountability disclosures by Queensland local government councils between 1997 and 1999. They investigated the quality of disclosures by Queensland local governments and also the factors that contributed to the quality of those disclosures. They stated “it is widely agreed that local government councils are accountable to the electorate for the conduct and results of their operations” (p. 278).

Bowen (1997) examined environmental management systems and environmental regulation. His discussion paper covered protection of the environment and the prevention, control and abatement of pollution. Issues of environmentalism and public opinion, which impact upon local councils, were investigated by Tisdell (1997); Keating (2002); Brennan, Galloway and Thompson (2002); Shepherd (2005); and Kupke (1996).

Cook (1999); Graham (1995); Jones (1999a); Jones (1999b); Kloot (1999); McShane (2006); O'Donovan (2002); Parker and Bradley (2000); Sharma (2005); Van Gramberg and Teicher (2000); Wallis and Dollery (2005); and Wilmshurst and Frost (2000) examined general Australian local government reform and disclosure.

2.1.9 Global Reporting Initiatives (GRI)

GRI was established in 1997 (Young & Hayes, 2002). It was formally inaugurated at the United Nations headquarters in New York City on 4th April 2002. GRI, which evolved to level G3 in 2007, is the result of initial Sustainability Reporting Guidelines agreed to in 2002. GRI guidelines provide industry and government with a framework for meaningful reports which support socially responsible sustainability policy choices, and an assessment of the resultant effects of those policies on their own specific stakeholders and society in general (triple bottom line reporting).

Deegan (2006, p. 335) discussed the evolution of GRI and its "...guidelines for the process of reporting the social and environmental impact of an organisation's operations." He went on to identify Nokia and Co-Operative Financial Services (CFS) as examples of private industry taking GRI seriously, and concluded with "indeed, sustainability appears to have become a central part of the language of government and business worldwide..." He also stated that when trying to find a suitable format for as many stakeholders as possible, that a "...one-size-fits-all approach..." may not work, and that many organisations were using GRI as guidelines for disclosure. The third generation of GRI guidelines of 2006 were updated as G3.1 and were issued in March 2011.

This study identifies the influence of GRIs on local council sustainability policy choices. It also identifies local council compliance, if any, to GRIs.

Despite being a signatory to the Kyoto Protocol, Australia failed to ratify it on the basis of economic self-protection. In 1992 in Rio de Janeiro, the Australian government was a signatory at the UNCED Conference to Local Agenda 21, which was mooted as a vehicle for commitment from every local council worldwide, to

implement consultative processes with their local communities. Since 1999, Local Agenda 21 has been supplemented by Global Reporting Initiatives (GRI).

Triple bottom line is a means of making operational the goals and values of an organisation. Local Government can use TBL to set their agenda for a continual improvement in the quality of life. It will consolidate existing ad-hoc approaches to comprehensively address the core functions and outcomes of local government and demonstrate to the community a council's commitment to achieving sustainable development" (Victorian Government, 2004).

Beatty (2006) asserted "the GRI reporting framework (which is a free online tool) is the best-known and most widely adopted global sustainability reporting guideline and is used by over 1,000 major corporations and other enterprises around the world." GRI (G3) "...has forty seven core indicators and thirty two additional indicators" (Deegan, p. 368). Categories of indicators include economic performance, environmental performance and social performance.

The Australian studies listed in Table 2.4 included questionnaires sent to randomly selected ratepayers, interviews and evaluations of historical studies. They are disclosure-related and are often based on legitimacy theory. The world studies in Table 2.3 are similar in that they are the result of either annual report disclosures or communication-based research on identified local authorities or comparative countries.

2.1.10 Summary

This study identifies a gap in research literature relating to local government in Australia and the influence of stakeholders on their sustainability choices. It defines policy, stakeholder theory, sustainability and GRI, provides a literature review on world studies into sustainability (mainly government), and concludes with a focus on Australian studies. It shows clearly that to date most studies have concentrated on areas of disclosure. It also focuses on local government in preparation for this study.

Lessons learned from previous studies include the need for performance indicators, measurements and benchmarks for the future. In addition, there was a general lack of understanding and support for performance measures for community services development. Previous studies revealed little difference between the types of problems faced by rural and metropolitan municipalities, and highlighted the need for rural government to look at more innovative methods of public participation. Overall, there appears to have been a willingness on the part of local government to adopt Local Agenda 21, but some difficulties have been experienced with its interpretation and dissemination.

Title	Author	Year	Journal / Thesis	Objectives/ Theory	Sample	Methodology	Findings
A Note on Performance Measurement in Australian Local Government.	Brennan, T., and Dollery, B.	1999	Accounting, Accountability & Performance Vol.5, No.2, pp 1-15.	Performance indicators, performance measurement and benchmarking in microeconomic reform in Australian local government.	Australia	Interpretation of new Government requirements against researched articles.	That performance indicators, measurement and benchmarking are requirements of the future.
Users of Local Government Annual reports: Information Preferences.	Priest, A.N., Ng, J., and Dolley, C.	1999	Accounting, Accountability & Performance Vol.5, No.3, pp. 49-62.	Examined the information preferences of the users of local government annual reports.	2 Western Australian metropolitan municipalities.	Questionnaires sent to randomly selected ratepayers.	Respondents considered regard performance items and cost of service items as important disclosure items in annual financial statements.
Measuring Community Development: Perspectives from local government in Western Australia.	Saggers, S., Carter, M., Boyd, S., Cooper, T., and Sonn, C.	2003	Australian Journal Of Social Issues. Vol.38, No.1, pp. 19-38.	The nature and appropriateness of community development measurement.	5 Western Australian Local Government Authorities.	Interviews, workshops and final presentations.	A broad lack of understanding of and support for performance measures for community services development.
Factors Inhibiting Local Government Engagement in Environmental Sustainability: Case studies from rural Australia.	Pini, B., Wild River, S., Haslam-McKenzie, F.M.	2007	Australian Geographer Vol.38, No.2 pp. 161-175.	Identifies the main factors that inhibit natural resource management by rural councils in Australia.	15 case studies of rural local governments in Australia.	Data from 15 case studies of rural local governments across the states of NSW, Vic, Qld and WA.	Little difference between the types of problems faced by rural and metropolitan municipalities either nationally or internationally. Likely to be a difference in the magnitude of the problems and the capacity of the local government to address them.
Stakeholders, Natural Resource Management and Australian Rural Local Governments: A Q Methodological Study.	Pini, B., Previte, J., and Haslam-McKenzie, F.	2007	Local Government Studies Vol.33, No.3, pp. 427-449.	Reports on a Q methodological study of stakeholder perceptions of rural local government management of natural resources.	93 local government officials within NSW, Vic, Qld and WA.	Q methodology (Brown, 1980).	Need for rural local governments to look to more innovative "new" methods of public participation such as visioning exercises, citizen's juries, empowerment schemes, interactive websites, mediation groups and conferencing in order to build relationships with stakeholders.
Local government financial reporting: A survey of West Australian Practice and the examination of some explanatory economic and political factors.	Priest, A.	1993	ECU Thesis Bbus (Hons).	The extent and nature of financial reporting by WA local govts against requirements/recommendations/ n legislation, regulations and accounting standards.	WA local govts.	A/R's: 1990/91 & 1991/92. Pearson Product moment Correlation coefficients. Linear regression models.	Generally, councils comply with accounting directions. Minimal voluntary disclosure. Councils with larger poplns = more disclosure than smaller. (pressure groups)

Table 2.4

<i>Australian studies</i> Title	Author	Year	Journal / Thesis	Objectives/ Theory	Sample	Methodology	Findings
Are Australian Councils "Willing and Able" to Implement Local Agenda 21?	Whittaker, S.	1997	Local Environment Vol.2, No.3, pp. 319-328.	Reports on the results of two surveys on local sustainability and Local Agenda 21 in Australia	Six states in Australia: Vic, NSW, Qld, SA, WA, Tas.	Postal questionnaire sent o 770 councils in Australia by Environs Australia.	Local council willingness to adopt Local Agenda 21, but some difficulty in implementation and education of it.
Consulting the "Hard to Reach" in Victorian Local Government	Zwart, I., Brackertz, N., and Meredyth, D.	2005	Institute for Social Research, Swinbourne University of Technology, Victoria.	Studies the "Hard to Reach" or under-represented groups of people affected by local council decisions.	One state in Australia: Victoria.	Eight local councils within the state of Victoria.	Some groups more difficult to engage than others. Failure of some local government to tailor consultation to difficult to reach groups.
Social Issues Survey B, Blacktown Council	The Hunter Valley Research Foundation.	2000	The Hunter Valley Research Foundation.	A report of social issues in Blacktown City Council.	Single council in NSW 1200 respondents within Blacktown City Council	1200 randomly selected households resulting in 200 completed surveys.	Government has the possibility of using existing frameworks to help influence change and the uptake of SRI.
Moving Towards Sustainability in the City: A case study of a Local Government Addressing the Issues.	Turner, S., and Alderson, G.	2005	Department of the Premier and Cabinet. Sustainability Policy Unit (WA).	A case study of sustainability issues for the City of Gosnells WA.	Single council in Western Australia.	Review of the history of sustainability issues covered by Gosnells City Council and their development.	Review of the history of sustainability issues covered by Gosnells City Council and their development.
The adoption of environmental reporting and management practices by New South Wales public sector entities: A test of legitimacy theory.	Frost, G.R., and Seamer, M.	2000	One-day symposium on accountability and performance in the new millennium, Brisbane.	Examined the relationship twixt levels of external reporting (1996 reports) and levels of political visibility.	NSW	Legitimacy theory as framework for the study. Proxies: political visibility. Size/asset No: employees Sensitivity of the entity. Source of funding.	Supports legitimacy theory: Increased environmental disclosure with increased political visibility. Increased development of environmental mgt practices.
An evaluation of environmental disclosures produced in Australian local government annual reports.	Royston, J.B.T.	2001	Thesis BBus (Hons)	An evaluation of environmental disclosures published in local Australian local governments' annual reports. Explanations for variations in quantity and quality of information disclosure.	Sample of 100 local governments A/R's across 6 states and 1 territory.	Indexing systems. Wiseman index.	Positive relationship between environmental disclosure and State regulation requirements. " type of local govt and environmental disclosure. " size of local govt and environmental disclosure.

CHAPTER THREE

THEORETICAL FRAMEWORK AND HYPOTHESES

3.1 Theoretical framework and hypotheses

This study utilises stakeholder theory in order to identify the driving forces which cause local government to make the sustainability policies they do. Stakeholders are all parties/entities that can influence/be influenced by the outcome(s) of an organisation in the paradigm within which they exist.

According to Hawkins (1981, p. 479), a theory is defined as “a set of ideas formulated to explain something: opinion, supposition; statement of the principles of a subject.” Henderson, Peirson and Harris (2004, p. 3) defined a theory as “a description, an explanation or a prediction based on observation and/or logical reasoning.”

As mentioned previously this study follows a positivist approach, i.e. the way it is as opposed to normative theory, i.e. the way it should be. In his discussion of positive theory, Eckstein (1989, p. 77) stated that:

The early positivists understood that human beings need to make sense of experience. They also understood the arduousness of doing so by theory based on and tested by observation...

Godfrey (cited in Cullen 2013, p. 24) reflected that the golden age of normative accounting research emerged in the 1950s and 1960s. Continuing the theme of research based on how it is then enters the area of pragmatic theory, Sperber and Wilson (1981, p. 281) defined pragmatic theories as “...the theory of utterance-interpretation.” This approach sits comfortably with this study which is in itself an interpretation of the perceptions of the respondents to an empirically formulated questionnaire. Pragmatic theories include a psychological pragmatic approach “...which requires theorists to observe users’ responses to the accountant’s outputs” (Godfrey cited in Cullen 2013, p. 21). Alternatively (p. 20), the pragmatic theoretical approach “...does not include an analytical judgement of the quality of

an accountant's actions; there is no assessment of whether the accountant reports in the way he or she should."

This study follows the pragmatic theoretical approach. It examines the varying levels of influence exerted by identifiable stakeholders on the sustainability choices of local councils in Australia and differs from the studies by Hutomo (1995); Kong (1996); and Phillips (2002), which focused on disclosure and outcome through the legitimacy approach. This research utilises a stakeholder approach and takes an upfront stance in asking which stakeholders influence local government in the sustainability policy choices they make. It does not ask what those sustainability policy choices are and in so doing concentrates on the why, which relates to the all-important changeable future, whilst disclosure relates to the unchangeable past.

A pre-pilot study, comprising anecdotal evidence from telephone discussions with five randomly selected local governments in metropolitan Perth, Western Australia, suggested that individual stakeholder groups are only likely to become activated if and when they are directly affected by local government policy choices. These views were supported by Piaseka (2006) in her research on stakeholder participation within the City of Joondalup, Western Australia.

The pre-pilot study also confirmed that, for all councils, normal practice existed with regard to any local government policy implementation (over and above legislative requirements). It was customary for individuals and committees within local government administration to propose policies at local government meetings where the elected councillors would vote on them. All local government meetings and voting practices were consistent throughout local government as laid down in the Local Government Act 1995, section five. Some local governments were large enough to have standing committees on important issues. Councillors had the power to accept or reject such policies, although they usually accepted such policies in deference to the perceived expertise of the council administration (often subject to selective changes).

This allowed the study to refer to local government as the sum result of internal communications between local government administration and elected councillors. The

spokesperson for the council was identified as the Chief Executive Officer (CEO). For this study, the CEO was the point of council contact.

This research did not utilise proxies for gathering data. Instead it garnered requisite primary data from the actual parties concerned; those parties being the Chief Executive Officers of each local government. Neither did it rely on extrapolated sample results as it retrieved primary data from the whole population. Figure 3.1 illustrates a model of determinants likely to influence a local government's choice of sustainability policies. This is the model upon which the study is based and forms the foundation for identifying the various stakeholders and measuring their salience to councils.

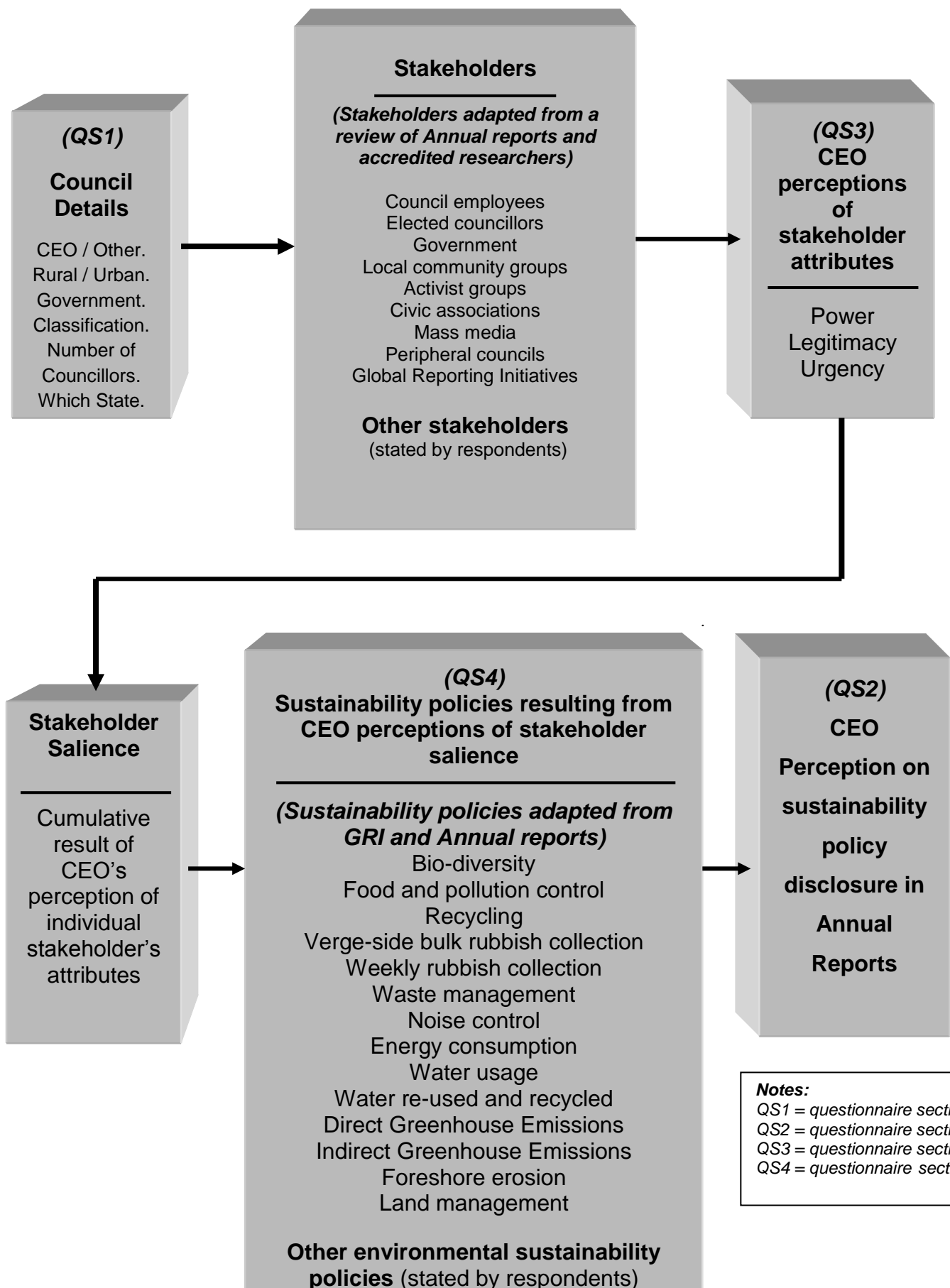


Figure 3.1

Model of stakeholder salience on local government sustainability policies in Australia

This study utilised and adapted the stakeholder definitions and classifications identified by Mitchell, Agle, and Wood (1997). It also used some of the propositions (hypotheses) put forward by these authors and drew from their stakeholder typology (p. 873) (See Figure 2). Mitchell, Agle and Wood used the following definitions of power, legitimacy and urgency in their study (pp. 865-867).

Power: "...a party to a relationship has power, to the extent it has or can gain access to coercive, utilitarian, or normative means, to impose its will in the relationship." They also noted that power is transitory and can be acquired as well as lost.

For legitimacy they cited Wood (1991) "...the social system within which legitimacy is obtained is a system with multiple levels of analysis, the most common of which are the individual, organisational and societal." Mitchell, Agle and Wood expanded on this definition by implying that "... legitimacy is a desirable social good..." (p. 867).

Urgency was defined as "...the degree to which stakeholder claims call for immediate attention" (p. 867).

Mitchell, Agle and Wood classified stakeholders according to a combination of one, two or all three of the stated attributes of power (dormant stakeholders), legitimacy (discretionary stakeholders) and urgency (demanding stakeholders). This produced eight stakeholder combinations as shown in figure 3.2.

3.1.1 Hypotheses (stakeholder salience)

According to Mitchell, Agle and Wood, a stakeholder who possesses only one of the three attributes (areas 1, 2 or 3) may not be given any attention or acknowledgement. In a similar manner, these stakeholders would in all probability, not pay any attention to or acknowledge the local government. They are classed as latent stakeholders and have low salience. This leads to hypothesis one of the study:

H^1 = Stakeholder salience will be low where only one of the stakeholder attributes of power, legitimacy, and urgency is perceived to be present.

Moderately salient stakeholders (areas 4, 5 and 6), who possess two of the attributes, are stakeholders who expect something. They are termed expectant stakeholders and are seen as expecting something, because compared to the passive stance of the latent stakeholder, they take a more active stance. The level of engagement between them and the local government is likely to be higher. This leads to hypothesis two:

H^2 = Stakeholder salience will be moderate where only two of the stakeholder attributes of power, legitimacy, and urgency are perceived to be present.

Highly salient stakeholders (area 7), are those stakeholders in possession of all three attributes. They are classed as definitive stakeholders and create a clear mandate to the council, which gives that stakeholder priority. This class of stakeholder gives rise to hypothesis three:

H^3 = Stakeholder salience will be high where all three of the stakeholder attributes of power, legitimacy, and urgency are perceived to be present.

The above three hypotheses were derived from the study by Mitchell, Agle and Wood (1997). Measurement of these hypotheses is covered in section three of the questionnaire.

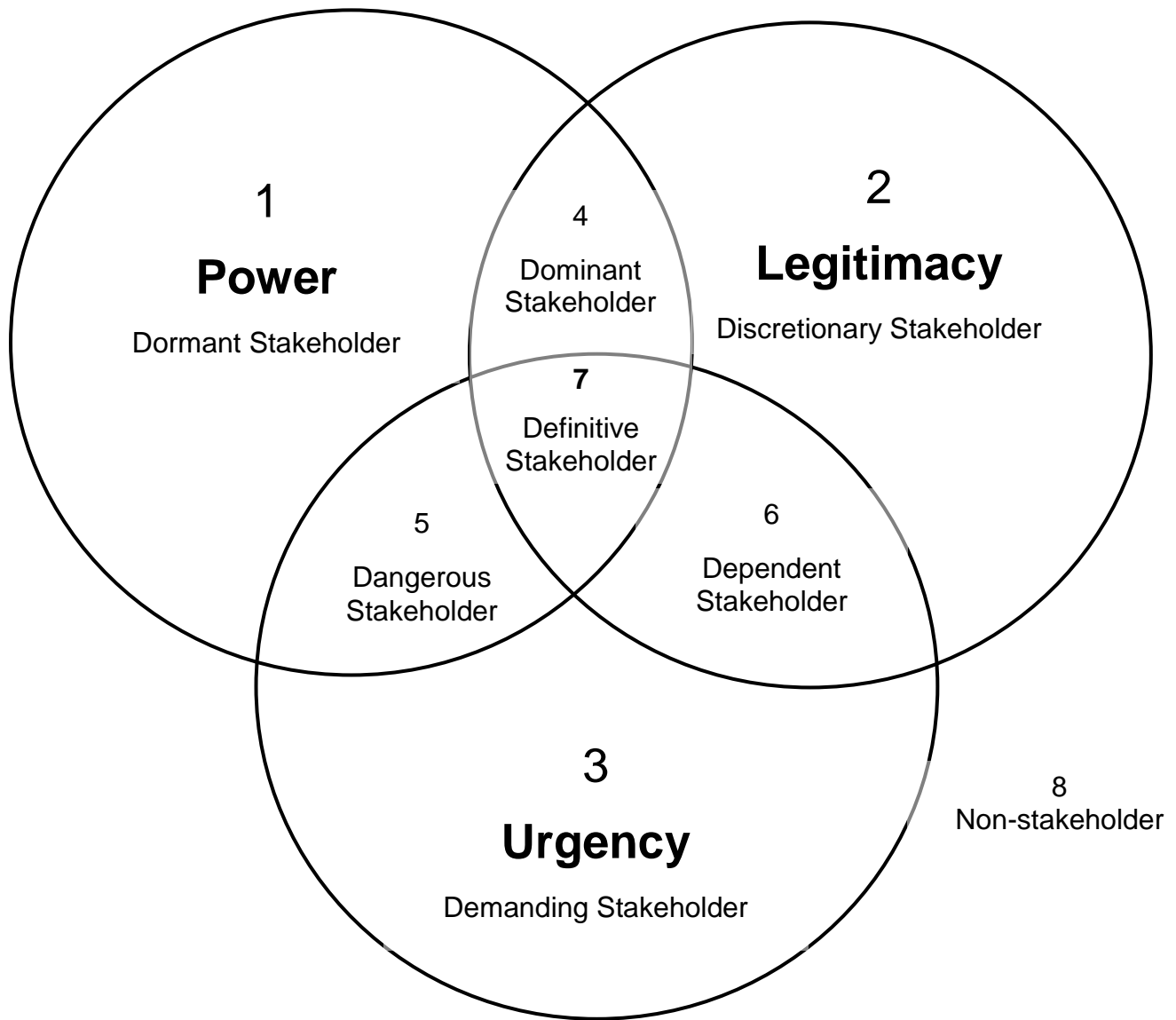


Figure 3.2
Qualitative classes of stakeholders and stakeholder typology
Mitchell, Agle and Wood (1997, pp. 872 and 874)

Other anticipated control variables affecting the results of this study are the size of the local government involved and the location of the local government involved.

3.2 Local government size

In his 2001 annual report of environmental disclosures study of Australian local government, Tan discussed how the size of local government is linked to its levels of income via government funding, grants and ratepayers. He also suggested that “the economies of scale for larger entities to produce environmental reports will be more viable as compared to smaller entities” (p. 18).

Similarly, this study considered that the size of a council will affect its responsiveness to the number and types of stakeholder it answers to. Larger councils are likely to be more responsive to stakeholder influences. This study categorised council size based on population size according to the Australian Bureau of Statistics classification of local councils into three group sizes to reflect population: City (C), Shire (S) and Town (T). In his classification of Urban Australian Local Governments, Tan (2000, p. 20) identified Small (S) local councils as having a population of up to 30,000 people; Medium (M) 30,001 – 70,000 people; Large (L) 70,001 – 120,000 people; and Very Large (V) more than 120,000 people.

Birch (2002, p. 33), in discussing the British government report on public participation in local government, stated that among the many findings “...urban authorities seem to be more active across all the types of participation initiative addressed in this survey.”

3.2.1 Hypotheses (local government size)

As previously mentioned local government size is linked to central government funding and other income (Tan, 2001), and larger councils are more inclined to voluntary disclosure (Priest, 1993). It therefore makes sense for this study to also use council size to reflect council responsiveness to its stakeholders needs with regard to sustainability policy choices.

This study uses population as a representation of local government size. It categorises small, medium, large and very large local government according to the above data: small

(population of up to 30,000 people), medium (30,001 – 70,000), large (70,001 – 120,000), and very large (more than 120,000). This leads to the following hypothesis on council size:

H⁴ = The larger the local government is, the more responsive it is to stakeholder sustainability policy choice.

Measurement of this hypothesis is undertaken from sections one, three and four of the questionnaire.

3.3 Local government location

Australia is a large continent with a variety of community types. Local government can be situated in inland communities, coastal communities or capital cities. Pini, Wild River, and Haslam-McKenzie (2007) showed a clear demarcation between rural and metropolitan populations and hence local government that serves them, and questioned the ability of local government to address the problems of their communities. Similar issues presented themselves in the Pini, Previte and Haslam-McKenzie (2007) study which described local government as “...unwilling participants.”

One possible explanation for the differences between the responsiveness of local governments to stakeholder sustainability needs is provided by the Zwart, Brackertz and Meredyth (2005) study that referred to a possible lack of inclination to take part, and the study by Pini, Previte and Haslam-McKenzie (2007), who inferred that rural stakeholders perceived an unwillingness to participate in local government.

3.3.1 Hypothesis (local government location)

These differences in local government responses to stakeholders could logically be extended to sustainability policies. This then also suggests that responsiveness to sustainability policy choices will be affected by whether local government is rural or metropolitan, leading to hypothesis 5:

H⁵ = Metropolitan local governments are more responsive to stakeholder sustainability policy requirements than rural local governments.

Data for measuring this hypothesis was gathered from sections one and four of the questionnaire.

3.4 Global Reporting Initiatives (GRI)

As mentioned, GRIs are not exclusive to the private sector - they have been expanded to accommodate the public sector. Voluntary responsiveness to GRI is another area where local government can illustrate to interested parties that they are heeding local and global requirements in their quest for sustainability.

3.4.1 Hypothesis (GRI influence)

Sections three and four of the questionnaire identify which, if any, of the GRIs influence the sustainability policy choices of local councils in Australia. This leads to the hypothesis dealing with GRI:

H^6 = GRI influences the sustainability policy choices of local government in Australia.

Apart from the size of local government (H4) and metropolitan/rural (H5), other demographic factors could potentially affect sustainability policy. In particular, state/territory jurisdictions impose different sustainability disclosure guidelines or pressures on local governments.

3.5 Methodology

This study used primary data sourced from a structured questionnaire. Prior to distributing final questionnaires to councils, a draft questionnaire was submitted for critical review and assessment by a relevant target group.

Each Australian state has a Local Government Association. These associations maintain the relevant contact details for each council. Websites, created and maintained by the Australian Government, identify the location, boundaries, elected councillors (and their contact details), and general information about all councils. In addition, the Australian Bureau of Statistics provides similar access to relevant information.

Questionnaires were mailed to the Chief Executive Officer (CEO) of each of the five hundred and fifty eight councils throughout Australia. The study was structured around a reply paid mail response from those local government entities in receipt of the study questionnaire. It

should be noted that local government numbers are in a constant state of flux due to amalgamation of shires and the ongoing redefining of local government boundaries.

The questionnaire (Appendix 3) collected data about local government responses to stakeholder needs in their choice of sustainability policies. Data collected from completed questionnaires were entered into a Statistical Package for the Social Services (SPSS) program in order to obtain meaningful results for evaluation. Data was analysed using descriptive statistics.

The first section of the four-part questionnaire recorded local government details such as location, size and government classification. Sections two, three and four of the questionnaire comprised Likert-scale questions where 0 = none (or not applicable), through 1 = strongly disagree, to 5 = strongly agree.

Section two established which sustainability policies the CEO perceived as important enough to be included in their published annual reports. Again, these were in the form of a Likert scale with the same ranges as discussed in section one above. Section two also provided blank spaces for the CEO to include other annual report sustainability policy disclosures not included in the listings on the questionnaire.

Section three measured CEOs perception of levels of power, legitimacy, urgency and salience allocated to each of the listed stakeholders. This section used the same Likert scale valuations as in sections one and two. As with section two, blank spaces were provided to accommodate unlisted stakeholders whom the CEOs perceived to have salience, entitling them to be included in the study.

Section four investigated CEOs' perceptions of each stakeholder's level of influence on local government sustainability policy choices. As in preceding sections, section four provided blank spaces to accommodate additional stakeholders and sustainability policies perceived to be important by the CEO.

The questionnaire concluded with a Comments page for the CEO, including a section allowing the CEO to request a copy of the study's results by mail.

T-tests and Analysis of Variance (ANOVA) were used to evaluate the significance of difference of means at selected probability levels. Multiple regression analysis, cross tabulation and correlation were used to ascertain whether variables in the study were related, as well as the degree to which they were related, and were used to test the hypotheses used in the study. Incorporated into the statistical analysis were Spearman's *rho* and Kendall's *Tau_b*.

The studies that were used as the basis for this study's hypotheses and methodology were pertinent to the approach taken in order to ascertain the determinants of sustainability policy choices of local councils in Western Australia. The qualitative classes and typology of stakeholders used by Mitchell et al. were deemed to be a good source of requirements for the study questionnaire. The use of Global Reporting Initiatives presented an opportunity to establish their influence on local councils, bearing in mind their growing, voluntary acceptance by the private sector.

3.6 Summary

This study is an investigation into why sustainability policy choices are made and the salient stakeholders who drive those choices. The four research questions not only identify stakeholders and their salience, but also reveal how they differ within local government in Australia. The rationale behind the six hypotheses which deal with the issues of stakeholder salience, local government size, local government location and GRI influence is explained, as is the model upon which the study is based. In addition, the qualitative classes of stakeholder and stakeholder typology, from which hypotheses are derived, is shown. The methodology of the study is also described, in which structured questionnaires were mailed to CEOs of each and every local government in Australia and returned to the researcher via reply paid mail.

CHAPTER FOUR METHODOLOGY

4.1 Measurement of the variables

This chapter deals with the methods of measurement used for each of the variables. The study used categorical, ordinal and scale measures. At the categorical level, subjects were grouped as, for example, rural or metropolitan. At the ordinal level, subjects were ranked according to the measurement aspect. Scale measures for example, recorded the number of elected councillors for each council. The decision to use a questionnaire as the medium for this study was arrived at after alternative options, such as face-to-face interviews, telephone interviews, email attachments and the like, were examined in the research literature, including authors such as Dillman. A brightly coloured, hard copy instrument which had incurred a postage cost and included a prepaid return envelope was considered to result in a higher response rate than other methods. An Australia-wide survey would entail much higher travel and accommodation costs for alternatives such as face-to-face interviews.

4.2 Structure of the instrument of data collection

The questionnaire used to gather the data for this study comprised four sections. The first section was used for measures of the situation variables of the respondents and councils. They included:

- One item on the council position of the respondent;
- One item on the type of council (rural or urban);
- One item to determine the government classification of the council;
- One item on the number of elected councillors representing that council; and
- One item on which state or territory the council is located in.

The second part of the questionnaire measured the independent variables contained in the study, including Likert-type questions and scales. It drew upon CEO perceptions of what sustainability policies should be included in the published annual reports, listed fourteen common disclosures from a selection of various local governments, and included five blanks

for any other disclosures deemed important by the CEO. Section two also provided blank boxes for the respondent to name up to an additional five (other) disclosures in their annual reports.

Section three examined stakeholder sources identified by Zwart, Brackertz and Meredyth (2005, p. 15). It included:

- Nine items on the power of stakeholders;
- Nine items on the legitimacy of stakeholders;
- Nine items on the urgency of stakeholders; and
- Nine items on the salience of stakeholders.

As with section two, four additional blanks were made available for CEOs to include stakeholders who the CEO perceived to be important enough to be included in the study, but was not listed in the questionnaire.

The fourth section of the questionnaire measured the perceived influence of stakeholders on local government sustainability policies. It included:

- Fourteen items on sustainability policies;
- Three blank boxes for any additional policies the CEO perceived to be important;
- Nine items on stakeholders; and
- Three blank boxes for the addition of stakeholders the CEO perceived to influence their sustainability policies.

4.3 Pre-testing

The questionnaire was pre-tested before distribution to the local councils. It was peer reviewed by academics at Edith Cowan University who are knowledgeable in questionnaire construction, to test the relevance of the questions. The questionnaire was then pre-tested on randomly selected local Western Australian councils in a pilot study. Feedback and comments by both academics and the selected local councils were incorporated into the final version of the questionnaire, which was subsequently distributed to the rest of the councils in the study.

4.4 Limitations

One limiting constraint was that the available data did not allow for longitudinal research. This study was based on a single point in time and therefore did not allow for changes in stakeholder power over time. Other disadvantages of using questionnaires include:

- Response rates are lower than phone and in-person surveys;
- They take longer to complete than telephone surveys;
- They require adequate addresses;
- You must possess (or purchase) a list of mail addresses; and
- Many people dislike unsolicited mail even more than unsolicited regular mail.

Many of the perceived limitations listed above are addressed by database sources available through the Australian Commonwealth Government and State government databases and the Australian Bureau of Statistics databases as mentioned earlier.

Previous research on response rates to hard copy questionnaires based on questionnaire length, revealed two opposing viewpoints. Researchers such as de Heer and Israels 1992; Love and Turner 1975; Botman and Thornberry 1992; and Ohlesten 1976, were of the opinion that the longer a questionnaire is, the more reluctant the participant is to respond. In their study of interviewee participation and their decision to participate or not, Groves, Calдини and Couper (1992, p. 487) stated “participants are likely to base their decisions [whether or not to participate] on one or two highly prominent and normally diagnostic considerations (e.g., length of the survey or the authoritativeness of the interviewer).”

Conversely, studies by Roscoe, Lang and Sheth (1975); Sheth and Roscoe (1975); and Rudd and Maxwell (1980), in their comparative studies of response rates to short versus long questionnaires, found no discernible differences.

Non-response bias in sampling was examined by Yu and Cooper (1983) who found that a sizeable portion of a sample fails to submit responses and that failure may affect the conclusions of a study. Their stated aim is “...an attempt to synthesise past research examining techniques for increasing response rates to questionnaires (p. 36).” These authors compared previous studies through computerised mathematical analysis using the

independent two-group chi square test. Mail surveys constituted 80% of their study. Table 4.1 below shows their findings on response rates based on questionnaire length.

Table 4.1
Effect of questionnaire length on response rates

Questionnaire length	Weighted average response rate
1-10 items	41.0
11-20	54.5
21-30	28.7
31-40	38.6
41-50	67.7
51-60	31.7
61-100	43.8
101-150	50.7
151-200	51.6
>200	40

Yu and Cooper (1983, p.39)

Duffy and Martin (2000) investigated postage methodology to increase response rates to questionnaires. In two separate studies they measured response rates to mailed questionnaires using single and multiple postage stamps (for example, five twenty-cent stamps on an envelope rather than a single one dollar stamp). In their first pilot (Asthma), the percentage response rate was 71% for multiple stamps compared with 60% for single stamps. In their second study (Psoriasis), the percentage was 52% for multiple stamps and 43% for single stamps (p. 71). Their conclusion was that response rates could be improved in the region of 10% through the use of multiple postage stamps over single postage stamps.

In his study of mail and telephone surveys (1978), Dillman examined what he called “the total design method (TDM)” (p. vii), which aims to “...maximise both the quantity and quality of responses” (p. viii). Amongst others, he raised such issues as questionnaire length (p. 54), what type of questions can be asked (p. 57), respondent beliefs, behaviour and attributes (pp. 81-83), and whether words can be uniformly understood (p. 97). He suggested that “when a word exceeds six or seven letters, chances are that a shorter and more easily understood word can be substituted...” Erdos (1983) published a similar study covering many of the same issues.

Dillman (1978 p. 121) also discussed the physical characteristics of a survey, such as the printed booklet size and number of sheets used, as well as the colour of the paper used. He also mentioned (p. 127) that the first question of the questionnaire is the most important to catch respondents' interest, in order as he put it "...to determine whether a questionnaire is destined for the mailbox or the garbage" (p. 127). He also considered the importance of both a cover letter and back page for respondents' comments. The second part of Dillman's text related to telephone surveys.

Dillman (1991, p. 225) stated "for reasons of cost and ease of implementation, mail surveys are more frequently used for social research than are either telephone or face-to-face interviews." He contended (p. 226) that two reasons for the use of mail surveys were lower costs and their simplicity to complete by individuals and organisations. In his introduction (p. 225), Dillman supported his statement with an example of the US Office of Management and Budget and their activities in August 1981, which "...revealed that nearly 8 out of 10 utilized self-administered questionnaires." A representation of this is illustrated in table 4.2.

Table 4.2
Comparative methods of data collection

Self-administered procedures	69%
Solely by telephone	2.2%
Face-to-face interviews	9.4%
Self administered questionnaires in combination with one of the other methods	11%
<i>n</i> = 2137	
US Office of Management and Budget 1984	

The main focus of the study by Dillman is the potential for *non-response error* and relates to the concern that mail surveys often result in very low response rates. He acknowledged however that "a low response rate does not necessarily entail non-response error" (p. 229). His statement was based on the premise that "those who respond to a survey may not differ in any measurable way from those who do not respond" (p. 229). In his study Dillman cited Goyder (1985) who found that "...on average the response rate for mail surveys was only 7.5% lower than for face-to-face interview surveys included in the sample."

In their study of questionnaire structure, Dillman, Sinclair and Clark (1993) investigated what they considered to be the four main influences on mail survey response rates. These comprised: (a) questionnaire length; (b) respondent-friendly questionnaire design; (c) asking a potentially difficult and/or objectionable question (social security numbers); and (d) addressing correspondence to “the occupant” as opposed to a specific person (p. 289). They concluded (p. 301) that the incorporation of respondent-friendliness and shorter questionnaires were likely to increase mail survey response.

In the current internet, email, Twitter and Facebook environment, it may seem archaic to use mail surveys to gather data. Dillman (2002) discussed these issues in his observations of 21st century alternatives and used the Presidential Address and examples of voter perspectives on ballot papers (p. 485) as the basis of his discussion. He formulated a model (figure 4.1) which took into account issues such as language, culture and cognition in relation to self-administered questionnaires. Surveys are used in ever-changing multi-cultural societies with diverse populations and generational divides of self interest and technological ability. Educational levels also need to be taken into account.

Survey research methodology utilising contemporary channels of communication were furthered by Dillman (2000) in his investigation of mixed-mode surveying techniques using telephones, the internet and efficiencies offered by computers. De Leeuw, Hox, and Dillman (2008) took an even wider approach by discussing an international handbook for survey methodology. De Rada (2009, pp. 551-554) reviewed the book and described its structure as comprising five parts: the first dealt with psychological approaches and new challenges arising from an increasing number of international surveys, and concluded with ethics issues. The second section featured a special subsection on sampling for rare populations. The third section covered more traditional survey methodology and mixed-modes. Part four focused on the management of data and included the weighting of survey data, complex survey data, reliability and validity. The final section, part five, discussed quality assurance and controls.

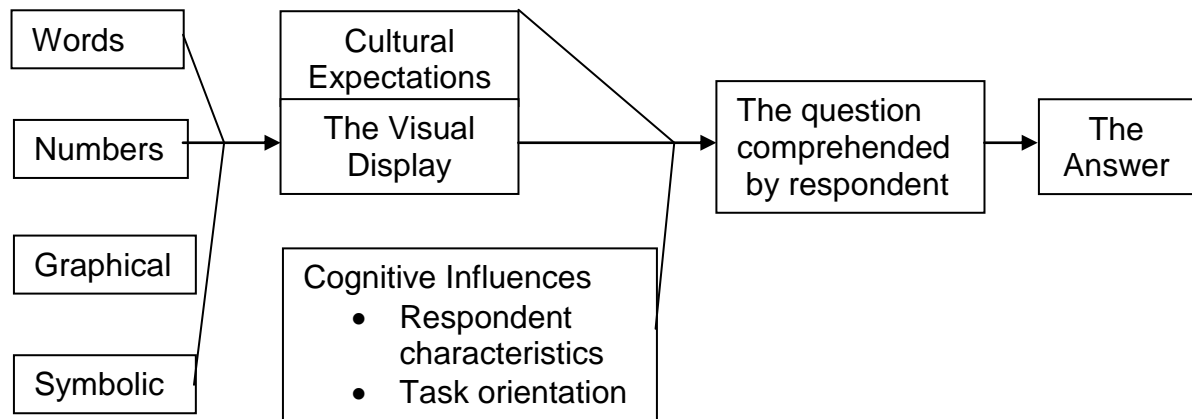


Figure 4.1

A proposed model of how language, cognition and culture influence responses to self-administered questionnaires (Dillman 2002, p. 486)

Dillman concluded his study with a broad intimation of potential opportunities and challenges that lay ahead for future survey methodologists due to ever-changing technological advances in society.

Belson (1981) examined the design and understanding of survey questions. His study was “...designed to investigate respondent misunderstanding of survey questions and to provide insights into the processes and the principles involved in such misunderstandings” (p.8). In his study, a total of 265 people each attended two interviews regarding four carrier questionnaires. Each questionnaire contained approximately one quarter of 29 original questions in order to evaluate their personal understanding of those questions. He tape recorded all the interviews. Belson’s findings are shown in table 4.3. He showed that only 29% of the questions tested fell within permissible limits. For eight of the test questions (16%) not a single respondent was within acceptable limits (p. 350). Moreover, the highest score for any of the questions tested was only 58% (p. 351). Belson (1981, p. 11) cited an earlier study by Cantril and Fried (1944), who undertook a study utilising questions that would be either vague or obscure in their meaning to 40 respondents.

Table 4.3
The degree to which the 29 questions were interpreted as intended

Percentage of respondents interpreting a question within permissible limits of what was intended	Number of questions interpreted with this degree of success
0-5%	3
6-10%	3
11-15%	2
16-20%	2
21-25%	5
26-30%	1
31-35%	2
36-40%	2
41-45%	2
46-50%	1
51-55%	4
56-60%	2
	Total 29 questions

Belson (1981, p. 350)

Czaja and Blair (1996) chose not to examine the entire survey process but rather to focus on “...the initial stages of a survey through completion of data collection” (p. xvi). They described the stages of a survey as: survey design and preliminary planning; pretesting; final survey design; and planning, data collection and data coding (p. 11). They supported the view that “the mail survey is the least expensive of the survey methods” (p. 34) and justified this with a comparison between the cost of printing, postage and envelopes and the hourly rate of pay for a face-to-face interviewer. In addition, they conceded that mail surveys allowed the respondent time to consult documents and records rather than relying on memory alone. They included six important points related to the design of the questionnaire (p. 52):

- Are respondents able to provide the information we want?
- How can we help them provide accurate information?
- What must respondents do to provide the information that is needed?
- How is each research question rewritten as one or more survey items?
- What questionnaire items should we include?
- Do the selected items measure the dimensions of interest?

In addition to the above considerations, Czaja and Blair made a valid point about memory, stating “in developing questionnaires, we are concerned not that some respondents have

poorer memories than others, but that certain recall tasks are intrinsically more difficult” (p. 58). They used the example of asking students to recall previous units they had studied. While some appeared to have total recall, others had rather vague recollections. They then went on to recommend similar aspects of survey design as previous researchers, such as cover letters, etcetera.

Gillham (2000, p. 2) made the point that questionnaires are structured in such a way by the researcher as to make it “...very tidy for the researcher and easy to analyse.” He put forward some interesting pros and cons in relation to questionnaires. These are shown in table 4.4 below.

Table 4.4
For and against questionnaires

For questionnaires	Against questionnaires
Low cost in time and money.	Problems of data quality (completeness and accuracy).
Easy to get information from a lot of people very quickly.	Typically low response rate unless sample captive.
Respondents can complete the questionnaire when it suits them.	Problems of motivating respondents.
Analysis of answers to closed questions is straightforward.	The need for brevity and relatively simple questions.
Less pressure for an immediate response	Misunderstandings cannot be corrected.
Respondent's anonymity.	Questionnaire development is often poor.
Lack of interviewer bias.	Seeks information just by asking questions.
Standardisation of questions (but true of structured interviews).	Assumes respondents have answers available in an organised fashion.
Can provide suggestive data for testing hypothesis.	Lack of control over order and context of answering questions.
	Question wording can have a major effect on answers.
	Respondent literacy problems.
	People talk more easily than they write.
	Impossible to check seriousness or honesty of answers.
	Respondent uncertainty as to what happens to data.

Gillham (2000, pp. 6-8).

4.5 Summary

This chapter discusses four levels of measurement (categorical, ordinal, interval and ratio) and describes how the dependent, independent and situational variables were measured.

It also discusses how the questionnaire was formulated and pre-tested, prior to its distribution to the councils involved in the study. It looks at response rates to questionnaires based on their length and the use of multiple postage stamps. The studies of various researchers in the field of surveys are also outlined.

Pre-testing is discussed, as are limitations to the study. Examples of comparative methods of data collection are investigated, and the interpretation by respondents of the structure of questions is examined.

CHAPTER FIVE

IMPLEMENTATION AND OUTCOMES OF THE PILOT STUDY

5.1 Rationale for pilot study

The purpose of this chapter was to investigate the need and purpose of a pilot study as a precursor to evaluate a larger population. It discusses how the number of participants for the pilot study was arrived at, as well as any outcomes which might challenge the methodology of data collection for the main study.

5.2 Review of previous pilot study research

Dane (1990) as cited in Stanton (2007, p. 110) defined a pilot study as “...an abbreviated version of a research project in which the researcher practices or tests the procedures to be used in the subsequent full-scale project.” Ferguson (2008, p. 156) discussed the desired criteria resulting from a pilot study, front and foremost being the need for the questionnaire to be written in language that the target respondents can understand. Moreover, it needs to confirm the validity and reliability of the questions. Haralambos and Holborn (2000, p. 998) stated that a pilot study is a small scale preliminary study conducted before the main study to check its feasibility. Connelly (2006, p. 411) stated: “experts recommend that a pilot study sample be 10% of the sample projected for the larger parent study.” Connelly went on to discuss whether the results of a pilot study should be published. She cited Becker (2008); Perry (2001); and Watson, Atkinson and Rose (2007), who supported the concept that publishing pilot studies may well be acceptable in that the pilot study may help other interested researchers. They also considered that the pilot study may well demonstrate other unique issues to be taken into account in further studies (p. 412).

Hertzog (2008, p.180) discussed his research into sample sizes for pilot studies. He cited Lackey and Wingate (1998) as concurring with a sample size of 10% of the final study size, whilst Nieswiadomy (2002) suggested approximately 10 participants. In their research into legitimate sizes for pilot studies, Johanson and Brookes (2011, p. 395) cited Isaac and Michael (1995) who proposed samples of between 10 and 30; Hill (1998) who proposed between 10 and 30; and van Belle (2002) who suggested a minimum of 12.

In her study of local government in Western Australia, Stanton used a pilot study of six councils out of her final population of 144 local councils (p.111).

5.3 Construction of the questionnaire

Prior to the mail-out of the pilot study, the questionnaire underwent peer review by acknowledged and published researchers in the schools of Accounting and Management at Edith Cowan University in Western Australia. In addition, eighteen volunteer third-year students at Edith Cowan University reviewed the language of the questionnaire to ensure that phraseology was simply stated and clearly understood. At this point in time the questionnaire included two sections dealing with the attitudinal aspects of the Chief Executive Officer answering the questionnaire.

Rockeach (1968) discussed aspects of beliefs, attitudes and values; whilst Triandis (1977) investigated interpersonal behaviour. Aupperle (1984) provided the original structure for the questions in the original questionnaire for this study (pp. 50 - 51). The intention was to determine whether the respondent (nominally the CEO) was self-interested in their own views and future, or focussed on the needs of the organisation and the wider community. It was decided that in order to maintain the main focus and integrity of the original study, to remove the two attitude sections from the questionnaire. Feedback from all participants contributed to the final version of the questionnaire that was mailed out.

5.4 Pilot study mail-out

A pilot study was mailed out in advance of the questionnaires for the main study to test the integrity of the questionnaire itself. Twenty seven councils were selected from the total number of 558 Australian councils at the time of the study according to figures distributed by the Australian Local Government Association (ALGA). This number is in a constant state of flux due to local government amalgamations and redefining of local government boundaries. The number of 27 was based on a percentage of an anticipated return rate of around 14% for normal mail surveys. Contemporary opinion was that a reduction in the number of councils across Australia would result in better levels of effectiveness and efficiency.

The pilot study was mailed out on 15th April 2010, using an actual postage stamp for reasons discussed earlier. Each council was contacted by telephone two to three days later to advise that they would shortly be receiving the questionnaire and to request their participation. Of the 27 questionnaires mailed out, nine were returned, representing a response rate of 33.3%, considered to be a good response rate for mail studies. There were no comments from respondents relating to the questions contained in the questionnaire. None of the respondents raised any issues around the pertinence or integrity of the questions or the study itself. There were also no comments regarding the time taken to complete the questionnaire. In fact there was only one comment from the respondents, and that was to wish the author luck with the study. The questionnaire was therefore considered to be a sound instrument for the main study and no changes were made to its construct for the main study. An introduction letter explaining the purpose of the questionnaires and the study in general was included as the first part of the questionnaire sent to council CEOs.

Table 5.1
Questionnaire mail-out and response rates

State or Territory	Number of questionnaires mailed out	Percentage of pilot study	Number of replies	Percentage of pilot study
NSW	6	22.22	4	14.82
NT	3	11.11	1	3.70
QLD	5	18.52	2	7.41
SA	3	11.11	2	7.41
TAS	2	7.41	0	0.00
WA	5	18.52	0	0.00
VIC	3	11.11	0	0.00
TOTALS	27	100.00	9	33.33

Previous academic studies showed that mail surveys usually return around a 14% response rate, which in this case would be around 78 out of the total population of 558. In order to maintain council interest in the study and to avoid questionnaire fatigue with overly busy council executives, twenty seven questionnaires were mailed in the pilot study. This pre-empted an anticipated response rate for the main study of 14% of the total number of Australian councils. Responses to the pilot study represented 35.9% of the 78 anticipated

replies for the whole study, again based on the traditional response rate of around 14%. The questionnaires were distributed to the states and territories on a proportionate basis. The number of councils in each state or territory was apportioned against the sum of councils across Australia and rounded off to a whole number. The choice of councils in each state or territory was based on the use of random mathematical tables applied to numerically listed councils supplied by the Australian Local Government Association (ALGA). Table 5.1 shows the proportionate mail-out of the questionnaires and their commensurate response rates.

Table 5.2
Structure of the local government classification system

Step 1	Step 2	Step 3	Identifiers	Category
URBAN (U)	Capital City (CC)			UCC
Population more than 20,000	Metropolitan Developed (D) Part of an urban centre of more than 1,000,000 or population density more than 600/sq km	Small (S) Medium (M) Large (L) Very Large (V)	Up to 30,000 30,001-70,000 70,001-120,000 > 120,000	UDS UDM UDL UDV
OR				
Population density more than 30 persons per sq km	Regional Towns/City (R) Part of an urban centre with population less than 1,000,000 and predominantly urban in nature	Small (S) Medium (M) Large (L) Very Large (V)	Up to 30,000 30,001-70,000 70,001-120,000 > 120,000	URS URM URL URV
OR				
90% or more of LGA population is urban	Fringe (F) A developing LGA on the margin of a developed or regional urban centre	Small (S) Medium (M) Large (L) Very Large (V)	Up to 30,000 30,001-70,000 70,001-120,000 >120,000	UFS UFM UFL UFV
RURAL (R)				
An LGA with population less than 20,000	Significant Growth (SG) Average annual population growth more than 3%, population more than 5,000 and not remote	Not applicable		RSG
AND				
Population density less than 30 per sq km	Agricultural (A)	Small (S) Medium (M) Large (L) Very large (V)	Up to 2,000 2,001-5,000 5,001-10,000 10,001-20,000	RAS RAM RAL RAV
AND				
Less than 90 % of LGA population is urban	Remote (T)	Extra small (X) Small (S) Medium (M) Large (L)	Up to 400 401-1,000 1,001-3,000 3,001-20,000	RTX RTS RTM RTL

Retrieved 12/03/2010 from:

http://www.infrastructure.gov.au/local/publications/reports/200_2001/htm/appendix_f.aspx

According to data supplied by the Australian Local Government Association (ALGA), there were 558 councils at the time of this study, all of which were included. Table 5.2 lists the various local government classifications.

5.5 PRELIMINARY EVALUATION OF THE DATA

5.5.1 Collection of data

This chapter deals with the collection of data from the whole study population through the use of the piloted questionnaire. It discusses the procedures adopted for the two postal deliveries of questionnaires, evaluates the resultant responses, and examines the preliminary results of those replies.

5.6 Main study first mail-out

The first mail-out took place on Friday 2nd July 2010. Participants of the pilot study were excluded from the main mail-out and the subsequent totals for the main study. Throughout this research, the pilot study and main study results were evaluated separately for purposes of comparison, and to ensure that no duplication of respondents occurred in the multiple mail-outs. It was considered to be undesirable if the same respondent received more than one copy of the questionnaire. Therefore, the first mail-out comprised 531 potential participating councils. The questionnaire for this mail-out was identical to the pilot study and even included the same letter of introduction and explanation to council CEOs.

5.7 Main study second mail-out

The second mail-out took place on Monday 9th August 2010. This time 482 questionnaires were posted out to potential participants. The second mail-out was lower than the first mail-out because 49 of first mail-out replies were clearly identifiable from indicators such as post marks and council stamps. The second mail-out included the exact same questionnaire, but a new letter to the CEO advising that this was the same questionnaire they had already received and requested their participation if they hadn't already done so. The main rationale was to confirm that this was not a follow-up questionnaire or one that might be different from the original.

5.8 Total returns from mail-outs

The total number of questionnaires returned from both mail-outs was 168. The last one was received on 1st October 2010.

5.9 Preliminary results from combined mail-outs

One hundred and sixty eight questionnaires were returned from a total of 531 councils in the first and second mail-outs. This represents a response rate of 31.6%, which again is surprisingly higher than the anticipated response average of around 14%, as experienced in many studies.

The first mail-out generated 129 replies and the second mail-out produced 39 responses, resulting in a total of 168 responses to the study in total.

Initially 67 councils omitted their official government classification in section one of the questionnaire. Of these, 35 classifications were easily found as the councils had identified themselves by requesting a summary of the results of the study. Their names were compared to government listings which identified the classifications of all councils. A further six were identified from their official council stamp on the questionnaire. Another seven were identified by the postal stamp on their reply envelopes. Five more were identified by additional information they had provided in section two in an effort to describe their classification. This left 14 of the original 67 councils with missing classification data, and whose government classifications could not be identified.

5.10 Summary

Chapter five discusses the rationale behind the pilot study and issues such as sample size, questionnaire construction, and mail-outs. The collection of data, main-study mail-outs, respondent returns and preliminary results are also reviewed.

The results of the pilot study confirmed the reliability of the questionnaire to be used in the main study. No adverse comments were received regarding any of the questions contained within the questionnaire. Only one positive comment was received in support of the study

being undertaken. The response rate of 33.3%t comfortably exceeded the traditional anticipated response rate of around 14%.

This chapter also examines the mail-out strategies for the collection of data for the study. The total return from the combined mail-outs was 168 questionnaires out of a total of 531 mailed out, resulting in a reply rate of 31.6%, higher than the normal reply rate of around 14% for most studies using mail-out questionnaires.

CHAPTER SIX

INTERPRETATION OF QUESTIONNAIRE RESULTS

6.1 Data collected from returned questionnaires

This chapter evaluates the data obtained from the questionnaires completed by the participating councils. Based on an assumption of normal distribution of results, the data was considered to be suitable for parametric testing. Fields (2005, pp. 132-133) contended that prediction of a normal distribution is based on a positive outcome to four assumptions. The four assumptions for parametric testing are:

- (1) Normally distributed data. This is based on the concept that a whole population should deliver a normal distribution of results. The larger the sample is, the more likely it is to deliver similar results to the whole population. The reply rate of questionnaires from the main study suggested that the results would reflect a normal distribution. Fields also suggested (p. 144) that the results of this first assumption can be confirmed or denied through the application of the Kolmogorov-Smirnov test, and or, the Shapiro-Wilk test.
- (2) Homogeneity of variance, i.e., where the variances remain the same throughout all the data. Field (p. 150) explained that this assumption could be confirmed by Levenes test.
- (3) Interval data, where the difference between items on a scale are the same.
- (4) Independence, whereby respondents do not collude in any way in their responses to questions. They act individually without influence from other respondents.

6.2 Initial descriptive results for the pilot study

Section 1: Type, size and location of each council

The first question in Section 1 of the questionnaire asked respondents to identify their title and position within their local government. Options were: Chief Executive Officer (CEO), which previous studies identified as the correct person to respond (mail-outs were addressed to the CEO of each council); General Manager (GM) as initial telephone contact with participating councils identified that some councils did not have a CEO but rather a GM; and

finally, Other, to recognise a shift in societal and local government recognition of sustainability issues and sustainability policies. Some councils, especially the larger ones, had specific environmental positions allocated to variously titled environmental officers. Although each state and territory was included in the pilot study, replies were received from only three states and one territory. The respondents were NSW, NT, QLD and SA. Of the nine respondents, seven questionnaires were returned by CEOs. Three of these were from NSW, two from QLD and two from SA. One general manager from NSW and NT respectively replied, signalling a change in the level of councils' sophistication in dealing with technology and climate change. Issues pertaining to sustainability now required a more specialised approach from suitably qualified individuals or departments.

Table 6.1
Section 1 (pilot study) descriptive data of local government identity and location

Section 1 Question			NSW	(%)	NT	(%)	QLD	(%)	SA	(%)	Total	(%)
1	Is the respondent	CEO	3	33.33	0	0.00	2	22.22	2	22.22	7	77.77
	CEO, GM, Other	Other	1	11.11	1	11.11	0	0.00	0	0.00	2	22.22
2	Council classified as	Rural	3	33.33	0	0.00	1	1.11	0	0.00	4	44.44
	Rural or Urban	Urban	1	11.11	1	11.11	1	11.11	2	22.22	5	55.55
3	Government	0*	1	11.11	0	0.00	1	11.11	0	0.00	2	22.22
	classification	UCC	0	0.00	1	11.11	0	0.00	0	0.00	1	11.11
	(0* not stated)	UDS	1	11.11	0	0.00	0	0.00	0	0.00	1	11.11
		UDL	0	0.00	0	0.00	0	0.00	1	11.00	1	11.11
		URS	0	0.00	0	0.00	0	0.00	1	11.00	1	11.11
		URM	1	11.11	0	0.00	0	0.00	0	0.00	1	11.11
		RAM	1	11.11	0	0.00	1	11.11	0	0.00	2	22.22
4	Number of elected	7	0	0.00	0	0.00	1	11.11	0	0.00	1	11.11
	councillors	9	2	22.22	0	0.00	0	0.00	0	0.00	2	22.22
		11	0	0.00	0	0.00	0	0.00	1	11.11	1	11.11
		12	2	22.22	0	0.00	0	0.00	0	0.00	2	22.22
		13	0	0.00	1	11.11	1	11.11	1	11.11	3	33.33
5	Location of council		4	44.44	1	11.11	2	22.22	2	22.22	9	100.00

n = 9

6.2.1 Rural or urban

The second question in Section 1 asked whether the council was located in a rural or urban area. The results show that in NSW, three councils were rural and one was urban. The single NT respondent was an urban council. Queensland had one each rural and urban council, whilst the SA respondents were from two urban councils.

6.2.2 Government classification

The third question in Section 1 asked for the official government council classification, of which there were a total of twenty two. Two councils, one from NSW and one from QLD, did not reply to this question. In preliminary and subsequent telephone conversations and queries, it was evident that some of the smaller councils were able to determine whether they were rural or urban, but were unsure of their official government classification. The official government classification of all councils was clearly identifiable from official government lists. However, due to the flux of local government amalgamations and time-lag issues, some listed councils no longer existed under their former listings. They had acquired new identities after amalgamating, thereby undergoing a change from their former government classification.

New South Wales responded with one UDS (Urban Metropolitan Developed Small, with a population up to 30,000), one council identified as URM (Urban Regional Medium with a population of 30,001 – 70,000), and finally, one RAM (Rural Agricultural Medium with a population of 2,001 – 5,000). The Northern Territory was the only respondent to classify its council as UCC (Urban City Council, which is the capital city council). Queensland responded with one RAM (Rural Agricultural Medium with a population of 2,001 – 5,000). South Australia had one each UDL (Urban Metropolitan Developed Large with a population of 70,001 – 120,000) and RAM (Rural Agricultural Medium with a population of 2,001 – 5,000).

6.2.3 Number of elected councillors

The fourth question in Section 1 asked each council how many elected councillors they had. Two councils in NSW had nine elected councillors and a further two had twelve elected councillors. NT had one council with thirteen elected councillors; QLD had one council with seven and one with thirteen elected councillors; while SA had one council with eleven and one with thirteen elected councillors.

6.2.4 Location of council

The fifth and final question in Section 1 asked in which state or territory the responding council was located. Table 6.1 shows that four of the respondents were located in NSW, one was located in NT, two in QLD and two in SA.

6.3 Questionnaire (pilot study) Section 2

CEOs perceptions of environmental sustainability policy disclosures in the published annual report

Section 2 of the questionnaire investigated the perceptions of the respondents, nominally CEOs, with regard to sustainability policy disclosures in their annual reports. The respondents were able to choose from a Likert scale to indicate the importance they attached to the application and disclosure of such policies in the annual report. Fourteen policies were listed. They were selected because of their disclosure in a sample of council annual reports, or because they appeared in existing research or Global Reporting Initiatives (GRI) which are widely accepted as benchmarks for reporting sustainability issues.

For every policy the Likert scale ranged from zero to five, where zero indicated that the policy was not applicable, for example, an inland council would not have a sustainability policy covering foreshore erosion. A range of 1 to 5 indicated that such a policy did exist and was disclosed in the annual report. The level chosen reflected the CEOs perception of whether or not they agreed that such a policy should be disclosed in the annual report. The numerical values above zero were spread along levels of agreement or disagreement, with the mid-point representing that the respondent neither agreed nor disagreed.

At this point, the questionnaire also allowed the CEO to add any unlisted policies to the list.

Table 6.2
Section two (pilot study) policies evaluated by CEO perceptions

Policy	Score	NSW	(%)	NT	(%)	QLD	(%)	SA	(%)	Total	(%)
1 Bio-Diversity	3	1	11.11	0	0.00	1	1.11	1	11.11	3	33.33
	4	3	33.33	1	11.11	1	1.11	0	0.00	5	55.55
	5	0	0.00	0	0.00	0	0.00	1	11.11	1	11.11
2 Food pollution and control	0	0	0.00	0	0.00	0	0.00	1	11.11	1	11.11
	1	0	0.00	1	11.11	0	0.00	0	0.00	1	11.11
	2	1	11.11	0	0.00	0	0.00	0	0.00	1	11.11
	3	0	0.00	0	0.00	1	11.11	0	0.00	1	11.11
	4	3	33.33	0	0.00	1	11.11	1	11.11	5	55.55
3 Recycling	4	2	22.22	1	11.11	2	22.22	1	11.11	6	66.66
	5	2	22.22	0	0.00	0	0.00	1	11.11	3	33.33
4 Verge-side bulk rubbish collection	2	1	11.11	1	11.11	0	0.00	0	0.00	2	22.22
	3	1	11.11	0	0.00	2	22.22	1	11.11	4	44.44
	4	2	22.22	0	0.00	0	0.00	1	11.11	3	33.33
5 Weekly rubbish collection	3	0	0.00	1	11.11	0	0.00	1	11.11	2	22.22
	4	4	44.44	0	0.00	2	22.22	1	11.11	7	77.77
6 Waste management	4	3	33.33	1	11.11	1	11.11	1	11.11	6	66.66
	5	1	11.11	0	0.00	1	11.11	1	11.11	3	33.33
7 Noise control	0	0	0.00	1	11.11	0	0.00	0	0.00	1	11.11
	1	1	11.11	0	0.00	0	0.00	0	0.00	1	11.11
	2	1	11.11	0	0.00	0	0.00	1	11.11	2	22.22
	3	0	0.00	0	0.00	1	11.11	1	11.11	2	2.22
	4	2	22.22	0	0.00	1	11.11	0	0.00	3	33.33
8 Energy consumption	3	1	11.11	0	0.00	0	0.00	1	11.11	2	22.22
	4	3	33.33	0	0.00	2	22.22	1	11.11	5	55.55
	5	0	0.00	1	11.11	0	0.00	1	11.11	2	22.22
9 Water usage	1	1	11.11	0	0.00	0	0.00	0	0.00	1	11.11
	3	2	22.22	0	0.00	0	0.00	1	11.11	3	33.33
	4	1	11.11	0	0.00	1	11.11	0	0.00	2	22.22
	5	0	0.00	1	11.11	1	11.11	1	0.00	3	33.33
10 Water re-used and recycled	1	1	11.11	0	0.00	0	0.00	0	0.00	1	11.11
	2	0	0.00	0	0.00	0	0.00	1	11.11	1	11.11
	3	1	11.11	1	11.11	0	0.00	0	0.00	2	22.22
	4	2	22.22	0	0.00	1	11.11	0	0.00	3	33.33
	5	0	0.00	0	0.00	1	11.11	1	11.11	2	22.22
11 Direct Greenhouse emissions	1	3	33.33	0	0.00	0	0.00	0	0.00	3	33.33
	3	0	0.00	0	0.00	0	0.00	1	11.11	1	11.11
	4	1	11.11	0	0.00	1	11.11	0	0.00	2	22.22
	5	0	0.00	1	11.11	1	11.11	1	11.11	3	33.33
12 Indirect Greenhouse emissions	2	2	22.22	0	0.00	0	0.00	1	11.11	3	33.33
	3	2	22.22	1	11.11	1	11.11	1	11.11	5	55.55
	4	0	0.00	0	0.00	1	11.11	0	0.00	1	11.11
13 Foreshore erosion	0	1	11.11	0	0.00	0	0.00	2	22.22	3	33.33
	2	0	0.00	0	0.00	1	11.11	0	0.00	1	11.11
	3	2	22.22	0	0.00	0	0.00	0	0.00	2	22.22
	4	1	11.11	0	0.00	1	11.11	0	0.00	2	22.22
	5	0	0.00	1	11.11	0	0.00	0	0.00	1	11.11
14 Land Management	2	1	11.11	0	0.00	0	0.00	0	0.00	1	11.11
	3	2	22.22	0	0.00	0	0.00	2	22.22	4	44.44
	4	1	11.11	1	11.11	1	11.11	0	0.00	3	33.33
	5	0	0.00	0	0.00	1	11.11	0	0.00	1	11.11
15 Other disclosures	0	4	44.44	1	11.11	2	22.22	2	22.22	9	100

n = 9

6.3.1 Bio-diversity

The results showed that, with respect to the sustainability policy of bio-diversity, NSW had one CEO who neither agreed nor disagreed, and three CEOs who agreed. In the NT one CEO agreed. In QLD one CEO neither agreed nor disagreed, and one CEO agreed. SA had one CEO who neither agreed nor disagreed, and one who strongly agreed. The overall results reflected the importance that CEOs attached to policies relating to bio-diversity.

6.3.2 Food pollution and control

The food pollution and control policy revealed the following results. NSW had one CEO who disagreed with the need for disclosure of this policy, and three CEOs who agreed that the policy should be disclosed in the annual report. In the NT, one CEO strongly disagreed with annual report disclosure of this policy. In QLD one CEO neither agreed nor disagreed, and one CEO agreed with annual report disclosure of this policy. In SA one CEO stated that this policy was not applicable, and one CEO agreed that this policy should be disclosed in the annual report. The majority of respondents considered this to be an important policy area. It is likely that those who did not consider this to be an area of importance responded on the basis that they already had structures in place for the policing of food outlets in their day-to-day council duties.

6.3.3 Recycling

The policy of recycling elicited responses from two CEOs in NSW who agreed to disclosure in the annual report and two who strongly agreed. In NT one CEO agreed to this policy being disclosed in the annual report, and in QLD two CEOs agreed. SA had one CEO who agreed, and one CEO who strongly agreed with annual report disclosure of this policy. The findings indicated that recycling was generally regarded as an important policy issue for most responding councils.

6.3.4 Verge-side rubbish collection

The sustainability policy of verge-side bulk rubbish collection saw one CEO in NSW who disagreed with disclosure of this policy in annual reports, one CEO who neither agreed nor disagreed, and two CEOs who agreed that this policy should be disclosed in annual reports. NT had one CEO who disagreed with disclosure of this policy in the annual report. QLD had

two CEOs who neither agreed nor disagreed; and SA had one CEO who neither agreed nor disagreed, and one who agreed. The majority of councils supported structured verge-side rubbish collection with central dumping and processing of rubbish, rather than randomly dumped rubbish.

6.3.5 Weekly rubbish collection

In NSW four CEOs agreed with annual report disclosure of weekly rubbish collection; in NT one CEO neither agreed nor disagreed with such disclosure; in QLD two CEOs agreed with this disclosure in annual reports; and in SA one CEO agreed and one CEO neither agreed nor disagreed. The majority agreed to weekly rubbish collections.

6.3.6 Waste management

For waste management, NSW had three CEOs who agreed with the disclosure of waste management in the annual report, and one CEO who strongly agreed to such disclosure. NT had one CEO who agreed, whilst both QLD and SA had one CEO who agreed and one CEO who strongly agreed to annual report disclosure for this policy. The policy of waste management drew a strong response with high support.

6.3.7 Noise control

NSW had one CEO who strongly disagreed that noise control should be included in annual report disclosures and one who disagreed. However, NSW also had two CEOs who agreed that such disclosure should appear in the annual reports. The single CEO from NT indicated that noise control was not applicable. QLD had one CEO who neither agreed nor disagreed with the disclosure of noise control in the annual reports, and one CEO who agreed with disclosure of this policy. SA had one CEO who disagreed, and one CEO who neither agreed nor disagreed with this disclosure.

Noise control appeared to be a variable issue with councils. This policy was more important for government boundaries containing airports or industry, and less important for sparsely populated agricultural areas. Despite this, the responses indicated significant support for this policy.

6.3.8 Energy consumption

The sustainability policy for energy consumption generated one response from a CEO in NSW who neither agreed nor disagreed with annual report disclosure, compared to three CEOs who agreed. NT had one CEO who strongly agreed that this policy should be disclosed in the annual report. Both CEOs from QLD agreed that energy consumption should be disclosed, whilst one CEO from SA neither agreed nor disagreed to such disclosure. Responses were highly supported across the board for policies on energy consumption, a reflection of society's focus on similar issues of educating the population on energy use in the home, and the voluntary installation by home-owners of energy-saving equipment such as solar panels and increased insulation.

6.3.9 Water usage

In NSW, one CEO strongly disagreed with the disclosure of water usage in annual reports, two neither agreed nor disagreed, and one agreed. NT had one CEO who strongly agreed. QLD had one who agreed and one who strongly agreed, SA had one CEO who neither agreed nor disagreed, and one CEO who strongly agreed. It was interesting to note that water usage elicited strong support from the respondents, possibly due to ongoing issues of water shortages on the Australian continent.

6.3.10 Water re-used and recycled

One CEO in NSW strongly disagreed with disclosure of water re-use and recycling, one CEO neither agreed nor disagreed, and two CEOs agreed. NT had one CEO who neither agreed nor disagreed to this disclosure in annual reports. QLD had one CEO who agreed, and one CEO who strongly agreed that water re-use and recycling should be disclosed in annual reports. SA had one CEO who disagreed, and one CEO who strongly agreed that this policy should be disclosed in annual reports. As with water usage, this is an important issue in Australia, characterised by ongoing experimentation of water treatment for re-use by state and central governments.

6.3.11. Direct greenhouse emissions

For the sustainability policy of direct greenhouse emissions, NSW had three CEOs who strongly disagreed with disclosing this policy in annual reports and one CEO who agreed. NT had one CEO who strongly agreed to this disclosure. QLD had one CEO who agreed and one

who strongly agreed. SA had one CEO who neither agreed nor disagreed, and one CEO who strongly agreed. It was not surprising that, due to intense and ongoing global debate, this policy was highly supported by respondents.

6.3.12. Indirect greenhouse emissions

In NSW two CEOs disagreed and two CEOs neither agreed nor disagreed to the disclosure of indirect greenhouse emissions in annual reports. NT had one CEO who neither agreed nor disagreed with disclosure. QLD had one who neither agreed nor disagreed, and one who agreed. SA had one CEO who disagreed and one who neither agreed nor disagreed with such disclosure. As with direct greenhouse emissions and in all likelihood for the same reasons, this policy was highly supported by respondents.

6.3.13 Foreshore erosion

In NSW one CEO stated that foreshore erosion was not applicable to annual report disclosure, two CEOs neither agreed nor disagreed, and one CEO agreed with the disclosure of foreshore erosion in the annual report. NT had one CEO who strongly agreed. QLD had one CEO who disagreed, and one CEO who agreed with this disclosure. SA had two CEOs who stated that this policy disclosure was not applicable. The selection of 0 indicated a local government with no foreshore to consider, such as inland councils. A more evenly spread result emerged with regard to this policy, possibly reflecting a number of councils with no foreshore concerns.

6.3.14 Land management

NSW had one CEO who disagreed with disclosure of land management in the annual report, two CEOs who neither agreed nor disagreed, and one CEO who agreed with this disclosure. NT had one CEO who agreed with such disclosure in the annual report. QLD had one CEO who agreed and one CEO who strongly agreed to this disclosure. SA had two CEOs who neither agreed nor disagreed to disclosure of land management in annual reports. Overall, respondents were very supportive of land management policies.

6.3.15 Additional sustainability policies not listed

The questionnaire allowed respondents to nominate up to five additional sustainability policies not already listed. None of the recipients listed any.

6.4 Questionnaire (pilot study) Section 3

6.4.1 CEOs perceptions of power, legitimacy, urgency and salience assigned to their stakeholders

This section evaluates CEO perceptions of salience (influence) each and any stakeholder may have on any of the sustainability policies adopted by the council. Agle, Mitchell and Sonnenfeld (1999, p. 508) commented on an original study by Mitchell, Agle and Wood (1997) which assessed the salience of stakeholders based on the three variables of power, legitimacy and urgency. They stated: “in their first proposition, those authors suggest that stakeholder salience is positively related to the cumulative number of the three variable attributes, power, legitimacy and urgency, that are perceived by managers to be present.” Table 6.3 below summarises the CEO perceptions of the variables of power, legitimacy, urgency, and salience in the pilot study.

Table 6.3
Means of power, legitimacy and urgency

	Power	Legitimacy	Urgency	Salience
Council employees	3.44	3.89	3.44	3.78
Elected councillors	4.11	3.78	3.67	4.22
Government	4.11	3.89	3.56	4.00
Local community groups	3.00	3.33	3.22	3.33
Activist groups	2.56	2.78	2.56	2.67
Civic associations	2.67	2.78	2.67	2.67
Mass media	2.89	2.44	2.89	2.89
Peripheral councils	2.33	2.78	2.67	2.56
Global Reporting Initiatives	1.89	2.22	2.11	1.89
Mean	3.00	3.10	3.00	3.11

n = 9

The perceptions of local government CEOs in the pilot study indicated that it was possible to rank the stakeholders according to their salience assessment. In order of salience they ranked as shown in table 6.4.

Table 6.4
Ranking of stakeholders by value of salience

Ranking	Stakeholder	Salience value
1	Elected councillors	4.22
2	Government	4.00
3	Council employees	3.78
4	Local community groups	3.33
5	Mass media	2.89
6	Activist groups	2.67
6	Civic associations	2.67
7	Peripheral councils	2.56
8	Global reporting initiatives	1.89

$n = 9$

According to the perceptions of the CEOs, elected councillors had more salience than government. All other stakeholders were clearly differentiated by their individual salience values. The sixth ranking was shared by activist groups and civic associations which had the same 2.7 salience value, however their salience value was the result of both being allotted the same value for legitimacy (2.8) Civic associations had more power (2.7) than activist groups (2.6) and the same difference in urgency - a good example of equal levels of salience (influence), but sourced differently.

6.4.2 Section three (pilot study) means and standard deviation results for hypotheses 1, 2 and 3

H^1 = Stakeholder salience will be low where only one of the stakeholder attributes of power, legitimacy and urgency, is perceived to be present.

H^2 = Stakeholder salience will be moderate where only two of the stakeholder attributes of power, legitimacy and urgency, are perceived to be present.

H^3 = Stakeholder salience will be high where all three of the stakeholder attributes of power, legitimacy and urgency, are perceived to be present.

Based first on the mean results of the pilot study, CEO perception evaluations of less than three indicated a non-presence (exclusion) of either of the stakeholder attributes of power,

legitimacy or urgency. CEO perception evaluations of three and above for either of the stakeholder attributes of power, legitimacy, or urgency indicated their presence (inclusion).

As can be seen in table 6.5, based on mean values resulting from CEOs perceived evaluations, council employees, elected councillors, government and local community groups were all classified as definitive stakeholders who created clear mandates to council. They possessed all three stakeholder attributes of power, legitimacy, and urgency.

Generally speaking, the above stakeholders enjoyed upper levels of salience, which would appear to support hypothesis three which states:

H^3 = Stakeholder salience will be high where all three of the stakeholder attributes of power, legitimacy, and urgency are perceived to be present.

However, based on minimum perception values, it can be seen that some CEOs perceived council employees to have a presence of only one attribute, that of legitimacy, which identified them as a discretionary stakeholder. Elected councillors and government were also identified as discretionary stakeholders based on their single perceived attribute of power. Local community groups fell outside the range for having no perceived presence and were therefore reclassified as non-stakeholders.

Table 6.5
Means and standard deviations of stakeholder attributes

Attribute	Mean	Standard Deviation	Minimum – maximum Perception values
Council employee power	3.4	0.73	2.67 – 4.13
Council employee legitimacy	3.9	0.60	3.30 – 4.50
Council employee urgency	3.4	0.73	2.67 – 4.13
Council employee salience	3.8	0.67	3.13 – 4.47
Elected councillors power	4.1	1.10	3.00 – 5.20
Elected councillors legitimacy	3.8	1.10	2.70 – 4.90
Elected councillors urgency	3.7	1.00	2.70 – 4.70
Elected councillors salience	4.2	0.97	3.23 – 5.17
Government power	4.1	0.78	3.32 – 4.88
Government legitimacy	3.9	0.93	2.97 – 4.83
Government urgency	3.6	1.00	2.60 – 4.60
Government salience	4.0	0.87	3.13 – 4.87
Local community groups power	3.0	0.71	2.29 – 3.71
Local community groups legitimacy	3.3	0.50	2.80 – 3.80
Local community groups urgency	3.2	0.44	2.76 – 3.64
Local community groups salience	3.3	0.50	2.80 – 3.80

Re-stated results for a 95% confidence interval

The above results are raw results based on a simple mathematical comparison of means values adjusted positively and negatively by its own standard deviation. This gives results of a single deviation which only represents around 64% of the population assuming a normal distribution. In order to correct the results to represent two standard deviations or 95% of normal distribution values, it is necessary to restate each stakeholder attribute standard deviation.

Table 6.6
Means and standard deviations

Attribute	Mean	Restated Standard Deviation	95% confidence interval Perception values
Council employee power	3.4	$(1.96 \times 0.73) = 1.43$	1.97 – 4.83
Council employee legitimacy	3.9	$(1.96 \times 0.60) = 1.17$	2.73 – 5.07
Council employee urgency	3.4	$(1.96 \times 0.73) = 1.43$	1.94 – 4.83
Council employee salience	3.8	$(1.96 \times 0.67) = 1.31$	2.49 – 5.11
Elected councillors power	4.1	$(1.96 \times 1.10) = 2.15$	1.94 – 6.26
Elected councillors legitimacy	3.8	$(1.96 \times 1.10) = 2.15$	1.65 – 5.96
Elected councillors urgency	3.7	$(1.96 \times 1.00) = 1.96$	1.74 – 5.66
Elected councillors salience	4.2	$(1.96 \times 0.97) = 1.90$	2.30 – 6.10
Government power	4.1	$(1.96 \times 0.78) = 1.53$	2.57 – 5.63
Government legitimacy	3.9	$(1.96 \times 0.93) = 1.82$	2.08 – 5.72
Government urgency	3.6	$(1.96 \times 1.00) = 1.96$	1.64 – 5.50
Government salience	4.0	$(1.96 \times 0.87) = 1.71$	2.29 – 5.71
Local community groups power	3.0	$(1.96 \times 0.71) = 1.39$	1.69 – 4.39
Local community groups legitimacy	3.3	$(1.96 \times 0.50) = 0.98$	2.32 – 4.28
Local community groups urgency	3.2	$(1.96 \times 0.44) = 0.86$	2.34 – 4.06
Local community groups salience	3.3	$(1.96 \times 0.50) = 0.98$	2.32 – 4.28
Activist groups power	2.6	$(1.96 \times 0.53) = 1.04$	1.56 – 3.64
Activist groups legitimacy	2.8	$(1.96 \times 0.67) = 1.31$	1.49 – 4.11
Activist groups urgency	2.6	$(1.96 \times 0.53) = 1.04$	1.56 – 3.64
Activist groups salience	2.6	$(1.96 \times 0.53) = 1.04$	1.56 – 3.64
Civic associations power	2.7	$(1.96 \times 0.71) = 1.39$	1.40 – 4.09
Civic associations legitimacy	2.8	$(1.96 \times 0.67) = 1.31$	1.49 – 4.11
Civic associations urgency	2.7	$(1.96 \times 0.50) = 0.98$	1.72 – 3.60
Civic associations salience	2.7	$(1.96 \times 0.50) = 0.98$	1.72 – 3.60
Mass media power	2.9	$(1.96 \times 1.20) = 2.35$	0.55 – 5.25
Mass media legitimacy	2.4	$(1.96 \times 1.00) = 1.96$	0.44 – 4.36
Mass media urgency	2.9	$(1.96 \times 1.50) = 2.94$	0.35 – 5.84
Mass media salience	2.9	$(1.96 \times 1.30) = 2.55$	0.35 – 5.45
Peripheral councils power	2.3	$(1.96 \times 0.87) = 1.70$	0.60 – 4.00
Peripheral councils legitimacy	2.8	$(1.96 \times 0.67) = 1.31$	1.49 – 4.11
Peripheral councils urgency	2.7	$(1.96 \times 0.71) = 1.39$	1.31 – 4.09
Peripheral councils salience	2.6	$(1.96 \times 0.73) = 1.43$	1.17 – 4.03
GRI power	1.89	$(1.96 \times 0.78) = 1.53$	0.36 – 3.42
GRI legitimacy	2.2	$(1.96 \times 0.97) = 1.90$	0.30 – 4.10
GRI urgency	2.1	$(1.96 \times 0.93) = 1.82$	0.28 – 3.92
GRI salience	1.9	$(1.96 \times 0.93) = 1.82$	0.08 – 3.72

Table 6.6 compares the means and standard deviations of the remaining stakeholders; activist groups, civic associations, mass media, peripheral councils and GRI. According to the mean results, all of them would be seen to have neither the stakeholder attributes of power, legitimacy or urgency present. Subsequently they would all be reclassified as non-stakeholders.

However, taking into account the maximum perception values, activist groups, civic associations, mass media and peripheral councils are shown to have all three attributes, elevating them to the status of definitive stakeholders. GRI on the other hand, can only be seen to have a restated presence of two of the three stakeholder attributes: legitimacy and urgency. GRI is therefore restated as a dependent stakeholder (expectant) who is active in comparison to passive stakeholders who only have one stakeholder attribute. Preliminary results based on mean and standard deviations of CEO perceptual evaluations of stakeholder attributes would also appear to support hypothesis three above.

6.5 Correlation coefficient analysis (pilot study)

In order to measure and compare the strength of relationships between stakeholder attributes and stakeholder salience, Pearson's r correlation coefficient was used. Significance levels were obtained using a one-tailed test. The results can be seen in table 6.7.

6.5.1 Correlations

The correlation results for the pilot study are shown in table 6.7. It can be seen that there are many significant results both at 0.05 and 0.01 levels (single-tailed). However, it is necessary to review the overall results to relate them back to the study questions and consequently, weak correlations of less than 0.3 were excluded. Some moderate correlations at 0.3 to 0.4 which relate to the study questions were included. Statistically significant correlations of 0.5 to 0.7 and very significant correlations of 0.7 and above were mainly used.

Table 6.7 summarises salience correlation results for the nine listed stakeholders. Each line shows separately the correlation of each stakeholder's salience to its own attributes of power, legitimacy and urgency. Table 6.7 supports the statement made by Agle, Mitchell and Wood (1997, p. 508), who suggested that "stakeholder salience is positively related to the

cumulative number of the three variable attributes of power, legitimacy and urgency, that are perceived by managers to be present.” The table shows only positive correlations of salience for each of the listed stakeholders in relation to their attributes of power, legitimacy and urgency.

Table 6.7
Salience correlations to power, legitimacy and urgency

Salience variable	Power	Legitimacy	Urgency
Council employees	0.23	0.24	0.75*
Elected councillors	0.83**	0.88**	0.86**
Government	0.92**	0.93**	0.57
Local community groups	0.00	0.50	0.76**
Activist groups	0.79**	0.50	0.32
Civic associations	0.34	0.50	0.50
Mass media	0.73*	0.46	0.87**
Peripheral councils	0.66*	0.80**	0.89**
GRI	0.67*	0.86**	0.60*

n = 9

* significant at 0.05 level

** significant at 0.01 level

6.6 Tests of normality

In order to test that the results reflected a normal distribution, section two of the pilot questionnaire was subjected to tests of normality using the Kolmogorov-Smirnov and Shapiro-Wilk tests. Finally those same results were subjected to Skewness, Kurtosis and Z-score tests.

Table 6.8 shows that only three of the fourteen policies show any levels of significance: recycling, weekly rubbish collection and waste management, all with a significance of .000. This would suggest that overall the results follow a normal distribution. Using the same policies and subjecting them to Skewness, Kurtosis and Z-score tests produced the results shown in table 6.9.

Table 6.8
Kolmogorov-Smirnov and Shapiro-Wilk tests of normality (pilot study)

Policy	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Bio-diversity	.297	9	.021	.813	9	.028
Food pollution and control	.321	9	.008	.772	9	.010
Recycling	.414	9	.000	.617	9	.000
Verge-side bulk rubbish collection	.223	9	.200 [*]	.838	9	.055
Weekly rubbish collection	.471	9	.000	.536	9	.000
Waste management	.414	9	.000	.617	9	.000
Noise control	.178	9	.200 [*]	.899	9	.246
Energy consumption	.278	9	.044	.833	9	.049
Water usage	.196	9	.200 [*]	.872	9	.130
Water re-used and recycled	.217	9	.200 [*]	.922	9	.407
Direct greenhouse emissions	.212	9	.200 [*]	.826	9	.041
Indirect greenhouse emissions	.297	9	.021	.813	9	.028
Foreshore erosion	.219	9	.200 [*]	.877	9	.145
Land management	.248	9	.116	.913	9	.338

*. This is a lower bound of the true significance.

a. Lilliefors Significance correction.

According to Field (2009, p. 139) values (for Z-scores) above 1.96 are significant at $p < .05$ and above 2.58 is significant at $p > .001$. Again, it would appear that the above results reflect a normal distribution for the pilot study results. This same method of testing was applied to the main study results.

Table 6.9
Skewness, Kurtosis and Z-score tests of normality

Policy	Skewness	Z _{Skewness}	Kurtosis	Z _{Kurtosis}
Bio-diversity	.254	.354	-.040	-.029
Food pollution and control	-1.094	-1.526	-.217	-.155
Recycling	.857	1.195	-1.714	-1.224
Verge-side bulk rubbish collection	-.216	-.301	-1.041	-.744
Weekly rubbish collection	-1.620	-2.260	.735	.525
Waste management	-1.714	1.195	-1.714	-1.224
Noise control	-.645	-.899	-.543	-.388
Energy consumption	.000	.000	-.286	-.204
Water usage	-.879	-1.226	.735	.525
Water re-used and recycled	-.661	-.922	-.153	-.109
Direct greenhouse emissions	-.152	-.212	-1.961	-1.401
Indirect greenhouse emissions	.254	.354	-.040	-.029
Foreshore erosion	-.207	-.289	-1.613	-1.152
Land management	.214	.299	.144	.103

6.7 Comments page of questionnaire

The last page of the questionnaire offered respondents an opportunity to make comments and ask for a summary of the results of the study. The pilot study generated a single comment wishing the researcher good luck with the study, and six requests for a summary of the study results.

6.8 Summary

Chapter 6 starts the interpretation of the data returned by the respondents of the mailed-out questionnaire. It examines section one of the questionnaire which required the respondents to identify the title (position) of the representative respondent. In addition, respondents were asked to identify their level of local government according to the Australian Government classification list. Each council was asked how many elected councillors they had, and to identify their state or territory of residence. This chapter also examines section two of the questionnaire which questioned the CEOs perceptions of what environmental policies they considered important for required (or voluntary) disclosure. Chapter 6 also evaluates the CEOs perceptions of the levels of salience of the stated stakeholders, based on permutations of the three stakeholder attributes of power, legitimacy and urgency. Hypotheses 1, 2 and 3 were tested in this chapter. Chapter 6 also tested data results for normal distribution characteristics which were found to be present.

Variable	Mean	s.d	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	
Council employee Power	3.4	0.73	1																																			
Council employee Legitimacy	3.9	0.6	.700*	1																																		
Council employee Urgency	3.4	0.73	0.526	0.414	1																																	
Council employee Salience	3.8	0.67	0.229	0.243	.746*	1																																
Elected councillors Power	4.1	1.1	-0.236	-0.175	-0.399	0.04	1																															
Elected councillors Legitimacy	3.8	1.1	-0.175	-0.233	0.14	0.438	.784**	1																														
Elected councillors Urgency	3.7	1	-0.287	-0.069	0.229	0.438	.632*	.839**	1																													
Elected councillors Salience	4.2	0.97	-0.157	0.048	0.02	0.279	.827**	.876**	.857**	1																												
Government Power	4.1	0.78	-0.538	-.769**	-0.098	0.053	0.287	0.471	0.373	0.128	1																											
Government Legitimacy	3.9	0.93	-0.288	-.697*	0.082	0.157	0.27	.589*	0.359	0.169	.881**	1																										
Government Urgency	3.6	1	-0.207	-0.091	0.302	0.575	0.52	.802**	.822**	.620*	0.543	.605*	1																									
Government Salience	4	0.87	-0.397	-.721*	-0.199	0	0.411	0.528	0.289	0.149	.923**	.933**	0.569	1																								
Local community groups Power	3	0.71	0.243	0.294	-0.243	0	0.503	0.162	0	0.364	-0.226	-0.381	-0.174	-0.204	1																							
Local community groups Legitimacy	3.3	0.5	0.574	0.555	0.574	.625*	0.395	.610*	0.5	.600*	-0.107	0.09	0.575	0	0.354	1																						
Local community groups Urgency	3.2	0.44	0.434	0.105	0.434	.614*	0.478	.634*	0.472	0.454	0.282	0.373	0.528	0.327	0.401	.756**	1																					
Local community groups Salience	3.3	0.5	-0.115	-0.277	0.229	.625*	.632*	.839**	.750**	.600*	0.533	.629*	.822**	0.577	0	0.5	.756**	1																				
Activist Groups Power	2.6	0.53	0.254	-0.175	0.254	0.04	0.1	0.241	0.158	0.217	0.135	0.142	-0.182	0	0.335	0.158	0.478	0.158	1																			
Activist groups Legitimacy	2.8	0.67	-0.029	-0.069	0.488	0.438	0.395	.782**	.813**	.665*	0.533	0.561	.760**	0.433	0	.625*	.614*	.625*	0.395	1																		
Activist groups Urgency	2.6	0.53	0.254	0.219	0.58	0.395	0.1	0.458	0.395	0.461	0.135	0.142	0.286	0	0.335	.632*	0.478	0.158	0.55	.751**	1																	
Activist groups Salience	2.7	0.5	-0.229	-0.555	0.115	0.125	0.316	0.534	0.5	0.429	0.426	0.449	0.164	0.289	0	0	0.378	0.5	.791**	0.5	0.316	1																
Civic associations Power	2.7	0.71	0.081	-0.098	0.081	0.354	0.391	0.377	0.177	0.303	0.302	0.127	0.116	0.204	.750**	0.354	.668*	0.354	0.559	0.354	0.559	0.354	1															
Civic associations Legitimacy	2.8	0.67	-0.029	-0.069	0.488	0.438	0.395	.782**	.813**	.665*	0.533	0.561	.760**	0.433	0	.625*	.614*	.625*	0.395	1.000**	.751**	0.5	0.354	1														
Civic associations Urgency	2.7	0.5	-0.229	-0.139	0.459	0.5	0.316	0.762	.750**	.686*	0.426	0.449	0.658	0.289	0	0.5	0.378	0.5	0.316	.875**	.791**	0.5	0.354	.875**	1													
Civic associations Salience	2.7	0.5	-0.229	-0.555	0.115	0.125	0.316	0.534	0.5	0.429	0.426	0.449	0.164	0.289	0	0	0.378	0.5	.791**	0.5	0.316	1.000**	0.354	0.5	0.5	1												
Mass media Power	2.9	1.2	-0.082	-0.376	0.066	0.125	0.215	0.272	0.179	0.135	0.563	0.334	0.059	0.371	0.455	0.071	0.54	0.286	.723*	0.446	0.52	0.571	.859**	0.446	0.357	0.571	1											
Mass media Legitimacy	2.4	1	-0.132	-0.524	0.038	-0.205	0.065	0.213	0.164	0.014	.719*	.591*	0.095	0.569	0	-0.082	0.311	0.164	.650*	0.534	0.416	0.575	0.407	0.534	0.329	0.575	.787**	1										
Mass media Urgency	2.9	1.5	0.467	0.146	0.467	0.41	0.104	0.258	0.164	0.225	0.014	-0.012	-0.043	-0.114	0.557	0.46	.720*	0.263	.851**	0.41	0.664	0.525	.789**	0.41	0.328	0.525	.750**	0.432	1									
Mass media Salience	2.9	1.3	0.289	-0.159	0.171	0.1	0.009	0.061	-0.115	0.02	0.012	-0.01	-0.377	-0.099	0.487	0.057	0.434	0.057	.907**	0.1	0.417	.631*	.689*	0.1	0.115	0.631	.729*	0.462	.874**	1								
Peripheral councils Power	2.3	0.87	0.464	-.641*	-0.066	0.144	0.502	0.616	0.577	0.495	.677*	0.518	0.332	0.5	0.204	0	0.436	0.577	.639*	0.577	0.365	.866**	.612*	0.577	.866**	.784**	.664*	0.493	0.53	1								
Peripheral councils Legitimacy	2.8	0.67	-0.287	-0.069	-0.287	-0.125	0.751	0.61	.625*	.857**	0.053	-0.045	0.205	0	0.53	0.25	0.189	0.25	0.395	0.438	0.395	0.5	0.354	0.438	0.5	0.5	0.286	0.164	0.263	0.229	0.577	1						
Peripheral councils Urgency	2.7	0.71	-0.406	-0.392	-0.406	-0.177	.727*	0.539	0.53	.667*	0.302	0.454	0.116	0.204	0.5	0	0.267	0.354	0.559	0.354	0.224	.707*	0.5	0.354	0.354	.707*	0.556	0.407	0.371	0.446	.816**	.884**	1					
Peripheral councils Salience	2.6	0.73	-0.053	-0.127	-0.289	-0.229	0.562	0.332	0.287	0.511	0.098	0.127	-0.132	0	.730*	0.115	0.347	0.115	.725*	0.287	0.399	0.574	.649*	0.287	0.229	0.574	.672*	0.471	.618*	0.6588	.662*	.803**	.892**	1				
GRI Power	1.89	0.78	0.098	-0.03	0.538	.666*	0.472	0.845	.746*	.695*	0.432	-0.082	.719*	0.369	0.226	.746*	.806**	.746*	0.472	.906**	.775**	0.533	.603*	.906**	.853**	0.533	0.533	0.386	.616*	0.318	.615*	0.426	0.377	0.342	1			
GRI Legitimacy	2.2	0.97	0.197	0.476	0.551	0.279	0.095	0.405	.600*	0.603	-0.201	0.498	0.367	-0.297	0	.600*	0.162	0.086	0.217	.665*	.705*	0.171	-0.061	.665*	.686*	0.171	-0.086	0.014	0.225	-0.069	0.05	0.472	0.121	0.157	0.53	1		
GRI Urgency	2.1	0.93	0.288	0.025	0.288	-0.157	-0.014	0.151	0.18	0.246	-0.019	-0.108	-0.207	-0.156	0.191	0.18	0.238	-0.09	.880**	0.449	.625*	.629*	0.254	0.449	0.359	.629*	0.475	.605*	.649*	.659*	0.415	0.449	0.445	.639*	0.364	0.524	1	
GRI Salience	1.9	0.93	0.268	0.423	.639*	0.359	0.014	0.342	0.494	0.447	0.019	0.016	0.34	-0.156	0.191	.629*	0.373	0.09	0.398	.763**	.909**	0.18	0.318	.763**	0.718	0.18	0.334	0.325	0.519	0.175	0.207	0.359	0.127	0.288	.670*	.862**	.597*	

Table 6.10

Means, standard deviations and correlations of stakeholder attributes and stakeholder salience (pilot study)

* $p < .05$; ** $p < .01$

CHAPTER SEVEN

MAIN STUDY RESULTS

7.1 Initial descriptive results of the main study

Table 7.1

Section 1 (main study) descriptive data of local government identity and location

Section 1 Question		NSW	(%)	NT	(%)	QLD	(%)	SA	(%)	TAS	(%)	WA	(%)	VIC	(%)	Total		
1	Is the respondent CEO, GM, Other	CEO	15	8.93	1	0.60	21	12.5	9	5.36	3	1.79	27	16.1	13	7.74	89	
		GM	11	6.55	0	0	1	0.60	1	0.60	4	2.38	0	0	0	0	17	
		Other	26	15.48	0	0	5	2.98	5	2.98	4	2.38	8	4.76	13	7.74	62	
2	Council classified as Rural or Urban*	Rural	26	15.48	0	0	16	9.52	7	4.17	6	3.57	24	14.29	13	7.74	92	
		Urban	26	15.48	1	0.60	10	5.96	8	4.76	5	2.98	10	5.96	13	7.74	74	
3	Government classification	0#	4	2.39	0	0	3	1.79	3	1.79	1	0.60	4	2.38	1	0.60	16	
		UCC	0	0	1	0.60	2	1.19	0	0	0	0	1	0.60	1	0.60	5	
		UDS	1	0.60	0	0	0	0	0	0	0	0	4	2.38	0	0	5	
		UDM	4	2.38	0	0	0	0	2	1.19	0	0	0	0	1	0.60	7	
		UDL	2	1.19	0	0	1	0.60	0	0	0	0	1	0.60	4	2.38	9	
		UDV	2	1.19	0	0	0	0	0	0	0	0	0	0	3	1.79	5	
		URS	5	2.98	0	0	3	1.79	3	1.79	3	1.79	1	0.60	3	1.79	18	
		URM	9	5.36	0	0	0	0	1	0.60	2	1.19	2	1.19	3	1.79	17	
		URL	2	1.19	0	0	4	2.38	0	0	0	0	0	0	2	1.19	8	
		URV	1	0.60	0	0	0	0	0	0	0	0	0	0	1	0.60	2	
		UFS	1	0.60	0	0	0	0	0	0	1	0.60	0	0	0	0	2	
		UFM	0	0	0	0	0	0	1	0.60	0	0	2	1.19	0	0	3	
		UFL	1	0.60	0	0	0	0	0	0	0	0	0	0	0	0	1	
		UFV	2	1.19	0	0	1	0.60	0	0	0	0	0	0	1	0.60	4	
		RSG	0	0	0	0	0	0	0	0	0	0	1	0.60	2	1.19	3	
		RAS	1	0.60	0	0	2	1.19	2	1.19	1	0.60	12	7.14	1	0.60	19	
		RAM	6	3.57	0	0	1	0.60	0	0	1	0.60	2	1.19	0	0	10	
		RAL	7	4.17	0	0	1	0.60	1	0.60	1	0.60	0	0	1	0.6	11	
		RAV	3	1.79	0	0	4	2.38	1	0.6	1	0.60	1	0.60	2	1.19	12	
		RTS	0	0	0	0	1	0.60	0	0	0	0	0	0	0	0	1	
		RTM	0	0	0	0	2	1.19	1	0.60	0	0	1	0.6	0	0	4	
		RTL	1	0.60	0	0	2	1.19	0	0	0	0	3	1.79	0	0	6	
4	Number of elected Councillors**	0	0	0	0	0	0	0	0	0	0	0	0	1	0.60	1		
		5	0	0	0	0	12	7.14	0	0	0	0	0	1	0.60	13		
		6	0	0	0	0	0	0	0	1	0.60	1	0.60	0	0	2		
		7	3	1.79	1	0.60	5	2.98	0	0	0	6	3.57	11	6.55	26		
		8	3	1.79	0	0	0	0	0	0	0	1	0.60	0	0	4		
		9	26	15.48	0	0	4	2.38	3	1.79	7	4.17	13	7.74	9	5.36	62	
		10	4	2.38	0	0	0	0	0	0	0	4	2.38	0	0	8		
		11	1	0.60	0	0	2	1.19	3	1.79	0	0	5	2.98	2	1.19	13	
		12	11	6.55	0	0	0	0	1	0.60	3	1.79	3	1.79	1	0.60	19	
		13	2	1.19	0	0	2	1.19	3	1.79	0	0	2	1.19	0	0	9	
		15	1	0.60	0	0	1	0.60	2	1.19	0	0	0	0	0	5		
		16	0	0	0	0	0	0	0	0	0	0	0	1	0.60	1		
		18	0	0	0	0	0	0	1	0.60	0	0	0	0	0	0	1	
		27	0	0	0	0	1	0.60	0	0	0	0	0	0	0	0	1	
		5	Location of council	52	31	1	0.60	27	16.1	15	8.90	11	6.50	35	20.8	26	15.5	168

n = 168

0# = not stated

* = Cases missing n = 2 (1.2%)

** = Cases missing n = 3 (1.8%)

7.1.2 Section 1 (main study): type, size and location of each council

As with the pilot study, the first question in section 1 asked respondents to identify their title and subsequent position within their local government. Options were: Chief Executive Officer (CEO) which previous studies stated would be the correct person to respond (mail-outs were addressed to the CEO of each council), General Manager (GM) as initial phone

contact with participating councils identified that some councils did not have a CEO but rather a GM, and Other, to recognise a shift in current sustainability issues and sustainability policies facing society and local government. Some councils, especially the larger ones, had specific environmental positions allocated to variously titled environmental officers. For the main study, all states responded at varying levels through the 168 council responses to the mail-outs.

Of the 168 respondents, 89 listed their titles as CEO, with the highest number (27) from WA. In order of numbers the following results were obtained: QLD (21), NSW (15), VIC (13), SA (9), TAS (3) and finally NT (1). The title of GM was listed by 17 respondents, being: NSW (11), TAS (4), QLD and SA (1), and NT, WA, and VIC (0). Sixty two councils used various other titles reflecting specialist areas of conservation and/or sustainability. They ranked as NSW (26), VIC (13), WA (8), QLD and SA (5) each, TAS (4) and NT (0).

7.1.3 Rural or urban

The second question in section 1 asked whether the council was rural or urban. Rural councils accounted for 92 (54.76%) of the 168 respondents, with 74 (44.05%) classifying themselves as urban. NSW (26) and WA (24) claimed the largest number of rural councils, with QLD (16), VIC (13), SA (7), TAS (6), and NT (0). NSW (26) and VIC (13) led the field for urban councils, followed by QLD and WA (10), SA (8), TAS (5), and NT (1).

7.1.4 Government classification

As in the pilot study, the third question in section 1 asked for the official government council classification. Two councils, one from NSW and one from QLD, did not reply to this question. Preliminary telephone conversations and subsequent telephone queries from a small number of councils indicated that while some of the smaller councils were able to determine whether they were rural or urban, they were unsure of their official government classification. All councils were identifiable from official government lists which included twenty two official government council classifications (p. 56). However, due to the flux of local government amalgamations and time-lag issues, some councils no longer existed under their former listings as new amalgamations had changed their former government classification.

Table 7.2
Government classifications

Step 1	Step 2	Step 3	Identifiers	Category	Number (%)
URBAN (U)	Capital City (CC)			UCC	5 (2.98)
Population more than 20,000	Metropolitan Developed (D) Part of an urban centre of more than 1,000,000 or population density more than 600/sq km	Small (S)	Up to 30,000	UDS	5 (2.98)
		Medium (M)	30,001-70,000	UDM	7 (4.17)
		Large (L)	70,001-120,000	UDL	9 (5.36)
		Very Large (V)	> 120,000	UDV	5 (2.98)
OR					
Population density more than 30 persons per sq km	Regional Towns/City (R) Part of an urban centre with population less than 1,000,000 and predominantly urban in nature	Small (S)	Up to 30,000	URS	18 (10.71)
		Medium (M)	30,001-70,000	URM	17 (10.12)
		Large (L)	70,001-120,000	URL	8 (4.76)
		Very Large (V)	> 120,000	URV	2 (1.19)
OR					
90% or more of LGA population is urban	Fringe (F) A developing LGA on the margin of a developed or regional urban centre	Small (S)	Up to 30,000	UFS	2 (1.19)
		Medium (M)	30,001-70,000	UFM	3 (1.79)
		Large (L)	70,001-120,000	UFL	1 (0.60)
		Very Large (V)	>120,000	UFV	4 (2.38)
RURAL (R)					
An LGA with population less than 20,000	Significant Growth (SG) Average annual population growth more than 3%, population more than 5,000 and not remote	Not applicable		RSG	3 (1.79)
AND					
Population density less than 30 per sq km	Agricultural (A)	Small (S)	Up to 2,000	RAS	19 (11.31)
		Medium (M)	2,001-5,000	RAM	10 (5.95)
		Large (L)	5,001-10,000	RAL	11 (6.55)
		Very large (V)	10,001-20,000	RAV	12 (7.14)
AND					
Less than 90% of LGA population is urban	Remote (T)	Extra small (X)	Up to 400	RTX	0 (0.00)
		Small (S)	401-1,000	RTS	1 (0.60)
		Medium (M)	1,001-3,000	RTM	4 (2.38)
		Large (L)	3,001-20,000	RTL	6 (3.57)

n = 168

The main study showed that sixteen (9.5%) respondents failed to identify their official government classification. Where this occurred, they had answered question 2, which asked whether they were rural or urban.

The results of question 3 from table 7.1 are restated more clearly in table 7.2, illustrating the differences between urban and rural councils.

7.1.5 Urban classifications

The first results relate to those councils that were classified as urban. It can be seen that eighteen councils were classified as URS (Urban Regional Small) and seventeen were classified as URM (Urban Regional Medium), which between them, accommodated urban populations of up to 70,000 residents. Nine councils were classified as UDL (Urban Developed Large) with population densities of 70,001 to 120,000 residents. Eight councils presented as URL (Urban Regional Large) with 70,001 to 120,000 residents. Seven councils were UDM (Urban Developed Medium) with between 30,001 and 70,000 residents. Five

councils were UCC (Urban Capital City) and a further five were UDS (Urban Developed Small), with a population density of more than 20,000 and up to 30,000 residents. An additional five were UDV (Urban Developed Very Large) with a population density of more than 120,000. Two councils were URV (Urban Regional Very large) with a population density of over 120,000.

Of the ten remaining urban respondents, two were UFS (Urban Fringe Small), and three were UFM (Urban Fringe Medium), UFL (Urban Fringe Large) and UFV (Urban Fringe Very Large). These indicated local governments developing on the margin of a developed or regional urban centre (as per description in table 6.10).

7.1.6 Rural classifications

Of the responding councils who identified as rural the following results are summarised from table 6.10. The largest single grouping was nineteen RAS (Rural Agricultural Small) with a population of up to 2,000 residents. This is followed by twelve RAV (Rural Agricultural Very Large) 10,001 to 20,000 residents; eleven RAL (Rural Agricultural Large) 5,001 to 10,000 residents and ten RAM (Rural Agricultural Medium) 2,001 to 5,000 residents.

The remaining eleven rural councils were classified as remote councils. Six were RTL (Rural Remote Large) population 3,001 to 20,000; four were RTM (Rural Remote Medium) 1,001 to 3,000 residents, and one RTS (Rural Remote Small) 401 to 1,000 residents.

Three councils were RSG (Rural Significant Growth). As per government classification guide, these are, an LGA with a population of less than 20,000 which is not remote, has a population of more than 5,000 and has an average annual population growth of more than 3%.

7.1.7 Number of elected councillors

The fourth question of section one asked each council to state how many elected councillors they have. The main study had a range of 27 regarding the number of elected councillors for each council. Sixty two (36.9%) of the councils stated they had nine elected councillors. Twenty six councils (15.5%) have seven, nineteen (11.31%) have twelve, thirteen (7.8%)

have eleven, thirteen (7.8%) have six, nine (5.4%) have thirteen. One Queensland council reports the largest number of elected councillors, being twenty seven.

7.1.8 Location of council

The fifth and final question of section one asked in which state or territory the respondent council is located.

Table 7.3 shows the response rate from each state or Territory. The majority of respondents appear to be from NSW and WA. But it must be remembered also that these states currently enjoy a larger number of local government compared to say SA which has over the last few years drastically reduced its number of local government. Also such states as TAS have a much lower number of local government so their response rate is numerically very significant.

Table 7.3
Council location

Location of council	Number of respondents	% of respondents
NSW	52	30.95
NT	1	0.60
QLD	27	16.07
SA	16	9.52
TAS	12	7.14
WA	35	20.83
VIC	25	14.89

n = 168

The response rate of councils as a percentage of their numbers within their state or territory is shown in table 7.4. which further clarifies the percentage response rates of each state and territory in relation to the numerical mail-out totals of the study. Although the mail-out numbers for NSW and WA were quite similar the response rate for NSW was 10% higher than that of WA. In a similar vein, QLD and SA had similar mail-out numbers but QLD had nearly twice as many responses as SA. Considering that TAS represented a much smaller mail-out it had a surprisingly close number of returns to SA. Victoria had nearly half as many mail-outs as NSW and had close to half as many responses to NSW. The NT was alone with only one response.

Table 7.4
Questionnaire mail-out and response rates

State or Territory	Main study questionnaires mailed	Mail-out percentage of main study	Main study number of replies	Percentage of main study replies	Percentage of respondents
NSW	146	27.50	52	9.80	30.95
NT	12	2.26	1	0.19	0.60
QLD	68	12.80	27	5.08	16.07
SA	66	12.43	16	3.01	9.52
TAS	27	5.09	12	2.26	7.14
WA	136	25.61	35	6.60	20.83
VIC	76	14.31	25	4.70	14.89
TOTALS	531	100%	168	31.64%	100%

7.2. Questionnaire (main study) Section 2

7.2.1 CEO perceptions of environmental sustainability policy disclosure in the published annual report

As in the pilot study, section two of the questionnaire investigates the perception of the respondents, nominally CEO's, with regard to sustainability policy disclosures in the annual report. The respondents were able to choose from a Likert type scale to indicate their perception of how important it is that such a policy should be applied and disclosed in the annual report. Fourteen policies were listed. These policies were selected because of their disclosure in a sample of council annual reports, existing research and also Global Reporting Initiatives (GRI) which are very much accepted as benchmarks for reporting sustainability issues.

For every policy the scale used ranged from zero through to five. A zero response implies that the policy is not applicable, for example an inland council will not have sustainability policy covering foreshore erosion. The range of 1-5 indicates that such a policy does exist and is disclosed in the annual report. The level chosen reflects the CEO's perception of whether or not they agree that such policy should be disclosed in the annual report. The numerical values above zero were spread along levels of agreement or disagreement with the mid-point representing that the respondent neither agreed nor disagreed.

The questionnaire also allowed the CEO at this point, to add any unlisted policies to the list. To assist in the discussion of this section, the section has been broken down into four sub-sections being table 7.12 (questions 1-4), table 7.13 (questions 5-9), table 7.14 (questions 10-14) and table 7.15 (question 15).

7.2.2 Section two (main study) CEO perceptions of policies 1-4

Table 7.5 shows the results for the main study of policies 1-4 from section two of the questionnaire.

Table 7.5
Main study policies 1-4 from section 2 of the questionnaire

Policy	Score	NSW	(%)	NT	(%)	QLD	(%)	SA	(%)	TAS	(%)	WA	(%)	VIC	(%)	Total
1 Bio-Diversity	0	3	1.79	0	0	4	2.38	0	0	1	0.60	9	5.36	1	0.60	18
	1	2	1.19	0	0	4	2.38	1	0.60	0	0	2	1.19	0	0	9
	2	6	3.57	0	0	1	0.60	2	1.19	3	1.79	4	2.38	2	1.19	18
	3	16	9.52	0	0	6	3.57	5	2.98	4	2.38	9	5.36	9	5.36	49
	4	16	9.52	1	0.60	8	4.76	6	3.57	3	1.79	11	6.55	11	6.55	57
	5	9	5.36	0	0	4	2.38	1	0.60	0	0	0	0	3	1.79	17
2 Food pollution and control	0	2	1.19	0	0	2	1.19	1	0.60	0	0	5	2.98	2	1.19	12
	1	2	1.19	0	0	1	0.60	0	0	1	0.60	1	0.60	0	0	5
	2	6	3.57	0	0	6	3.57	1	0.60	1	0.60	3	1.79	4	2.38	21
	3	13	7.74	0	0	7	4.17	3	1.79	2	1.19	10	5.95	9	5.36	45
	4	21	12.5	0	0	8	4.76	5	2.98	7	4.17	14	8.33	6	3.57	61
	5	8	4.76	1	0.60	3	1.79	5	2.98	0	0	2	1.19	5	2.98	24
3 Recycling	0	0	0	0	0	3	1.79	0	0	0	0	2	1.19	0	0	5
	1	1	0.60	0	0	5	2.98	0	0	0	0	1	0.60	0	0	7
	2	1	0.60	0	0	1	0.60	0	0	1	0.60	3	1.79	0	0	6
	3	7	4.17	0	0	5	2.98	1	0.60	4	2.38	5	2.98	1	0.60	23
	4	25	14.89	1	0.60	7	4.17	7	4.17	5	2.98	13	7.74	0	0	67
	5	18	10.7	0	0	6	3.57	7	4.17	1	0.60	11	6.55	1	0.60	60
4 Verge-side bulk rubbish collection	0	3	1.79	0	0	4	2.38	0	0	0	0	4	2.38	3	1.79	14
	1	6	3.57	0	0	2	1.19	0	0	0	0	1	0.60	1	0.60	10
	2	6	3.57	0	0	2	1.19	2	1.19	2	1.19	5	2.98	2	1.19	20
	3	11	6.55	0	0	9	5.36	4	2.38	3	1.79	10	5.95	7	4.17	44
	4	16	9.52	1	0.60	5	2.98	3	1.79	6	3.57	11	6.55	6	3.57	48
	5	10	5.95	0	0	5	2.98	6	3.57	0	0	4	2.38	7	4.17	32

n = 168

The most positive response to the first set of questions when combining both agree and strongly agree results was a 127 (75.6%) response to policy 3 (recycling). This is followed with 85 (50.6%) for food pollution and control. Verge-side bulk rubbish collection was third out of the first four policies with a positive response of 80 (47.62%). Last came bio-diversity with 74 (44%). Initially this would insinuate that bio-diversity and verge-side bulk rubbish collection did not enjoy the support of the majority of council CEO's. This does not mean that the majority are against such policies as the figures show that bio-diversity 49 (29.17%)

and verge-side bulk rubbish 44 (26.19%) are neither agree nor disagree. In fact bio-diversity had 18 (10.71%) not applicable with 18 (10.71%) disagree and 9 (5.36%) strongly disagree. Verge-side bulk rubbish collection had 14 (8.33%) not applicable with 20 (11.90%) disagree and 10 (5.95%) strongly disagree. Therefore it can be seen that in fact the following results emerge when discussing the negativity of council CEO's to the first four policies. They can be restated when combining their disagree and strongly disagree responses. In order of policy disagreement they are; recycling 13 (7.74%), food pollution and control 26 (15.48%), bio-diversity 27 (16.07%) and finally verge-side bulk rubbish collection 30 (17.86%). Comparatively speaking support for all four policies strongly outweighs any stated lack of support. An overwhelming majority of respondents support policies relating to bio-diversity.

7.2.3 Section 2: policies 5-9

Of the listed questionnaire policies 5 to 9 there was an overwhelming support for waste management which enjoyed an agree/strongly agree response of 144 (85.7%), followed by weekly rubbish collection 115 (68.5%), water usage 113 (67.3%), energy consumption 98 (58.3%) and noise control 48 (28.6%). As with the previous group of policies it should be noted that although noise control appears to have a very low level of support it has the largest number of neither agree nor disagree of 57 (33.9%) with a resultant 105 (62.5%) who do not disagree with the noise control policy. Also noise control had a disagree/strongly disagree of 48 (28.6%) and the highest level of not applicable 15 (8.9%). Bear in mind that councils across Australia vary greatly in that some are coastal, whilst others are inland or island. Some have airports, some don't. Others may have heavy industry whilst others are primarily agricultural.

Table 7.6 shows the results for the main study of policies 5-9 from section two of the questionnaire.

Table 7.6
Main study policies 5-9 from section 2 of the questionnaire

Policy	Score	NSW	(%)	NT	(%)	QLD	(%)	SA	(%)	TAS	(%)	WA	(%)	VIC	(%)	Total
5 Weekly rubbish collection	0	2	1.19	0	0	2	1.19	0	0	0	0	1	0.60	1	0.60	6
	1	2	1.19	0	0	0	0	0	0	0	0	2	1.19	0	0	4
	2	1	0.60	0	0	2	1.19	0	0	1	0.60	3	1.79	0	0	7
	3	9	5.36	0	0	7	4.17	2	1.19	3	1.79	9	5.36	5	2.98	36
	4	22	13.1	1	0.60	6	3.57	7	4.17	5	2.98	11	6.55	6	3.57	58
	5	16	9.52	0	0	10	5.95	6	3.57	2	1.19	9	5.36	14	8.33	57
6 Waste management	0	0	0	0	0	1	0.60	0	0	0	0	1	0.60	0	0	3
	1	2	1.19	0	0	0	0	0	0	0	0	1	0.60	0	0	3
	2	0	0	0	0	0	0	1	0.60	1	0.60	1	0.60	0	0	3
	3	3	1.79	0	0	5	2.98	0	0	2	1.19	4	2.38	1	0.60	15
	4	24	14.3	1	0.60	9	5.36	7	4.17	5	2.98	12	7.14	9	5.36	67
	5	23	13.7	0	0	12	7.14	7	4.17	3	1.79	16	9.52	16	9.52	77
7 Noise control	0	1	0.60	0	0	2	1.19	0	0	1	0.60	6	3.57	5	2.98	15
	1	5	2.98	0	0	2	1.19	3	1.79	1	0.60	3	1.79	2	1.19	16
	2	9	5.36	0	0	4	2.38	6	3.57	3	1.79	8	4.76	2	1.19	32
	3	15	8.93	1	0.60	11	6.55	5	2.98	5	2.98	10	5.95	9	5.36	57
	4	21	12.5	0	0	7	4.17	0	0	1	0.60	6	3.57	6	3.57	41
	5	1	0.60	0	0	1	0.60	1	0.60	0	0	2	1.19	2	1.19	7
8 Energy consumption	0	1	0.60	0	0	2	1.19	0	0	0	0	4	2.38	1	0.60	8
	1	3	1.79	0	0	4	2.38	0	0	0	0	3	1.79	0	0	10
	2	3	1.79	0	0	3	1.79	2	1.19	3	1.79	5	2.98	1	0.60	17
	3	13	7.74	1	0.60	6	3.57	5	2.98	5	2.98	9	5.36	3	1.79	42
	4	16	9.52	0	0	7	4.17	6	3.57	2	1.19	11	6.55	10	5.95	53
	5	16	9.52	0	0	5	2.98	2	1.19	1	0.60	3	1.79	11	6.55	38
9 Water usage	0	1	0.60	0	0	1	0.60	0	0	0	0	3	1.79	1	0.60	6
	1	2	1.19	0	0	1	0.60	0	0	1	0.60	1	0.60	0	0	5
	2	1	0.60	0	0	1	0.60	2	1.19	4	2.38	2	1.19	1	0.60	11
	3	11	6.55	0	0	3	1.79	4	2.38	2	1.19	11	6.55	2	1.19	33
	4	18	10.71	1	0.60	11	6.55	5	2.98	3	1.79	11	6.55	9	5.36	59
	5	19	11.3	0	0	10	5.95	4	2.38	1	0.60	7	4.17	13	7.74	54

n = 168

7.2.4 Section 2: policies 10-14

Table 7.7 shows the results for the main study of policies 10-14 from section two of the questionnaire. In similar vein, table 7.14 reflects the responses to policies 10 to 14 from the questionnaire. The policy with the highest combined agree/strongly agree support is water reused and recycled 106 (63.1%). Noticeably, NSW alone accounted for 37 (22.0%). In addition, this policy had 31 (18.5%) neither agree nor disagree and 8 (4.8%) not applicable leaving 23 (13.7%) disagree/strongly disagree. The second most supported policy is land management 88 (52.4%) especially when taking into account the 51 (30.4%) neither agree nor disagree responses. This gives a combined total of 139 (82.8%) who do not disagree with this policy which in fact is very close to similar results for water reused and recycled 137 (81.6%).

Direct greenhouse emissions have a 80 (47.5%) positive response which seems low for what is currently perceived to be a very topical issue. The inclusion of “neither agree nor disagree” responses changes this to 115 (68.45%). Specific disagreement to this policy stood at 40 (23.8%), with 13 (7.8%) responding that for them this policy was not applicable.

Table 7.7

Main study policies 10 to 14 from section 2 of the questionnaire

Policy	Score	NSW	(%)	NT	(%)	QLD	(%)	SA	(%)	TAS	(%)	WA	(%)	VIC	(%)	Total
10 Water re-used and recycled	0	2	1.19	0	0	2	1.19	0	0	1	0.60	1	0.60	2	1.19	8
	1	1	0.60	0	0	4	2.38	0	0	1	0.60	4	2.38	0	0	10
	2	0	0	0	0	2	1.19	0	0	3	1.79	6	3.57	2	1.19	13
	3	12	7.14	0	0	3	1.79	2	1.19	3	1.79	8	4.76	2	1.19	31
	4	20	11.9	1	0.60	9	5.36	10	5.95	2	1.19	9	5.36	12	7.14	63
	5	17	10.1	0	0	7	4.17	3	1.79	1	0.60	7	4.17	8	4.76	43
11 Direct Greenhouse emissions	0	3	1.79	0	0	4	2.38	0	0	0	0	5	2.98	1	0.60	13
	1	4	2.38	0	0	3	1.79	2	1.19	1	0.60	6	3.57	0	0	16
	2	7	4.17	0	0	5	2.98	2	1.19	4	2.38	5	2.98	1	0.60	24
	3	10	5.95	0	0	6	3.57	3	1.79	1	0.60	8	4.76	6	3.57	35
	4	16	9.52	1	0.60	7	4.17	6	3.57	4	2.38	9	5.36	11	6.55	54
	5	12	7.14	0	0	2	1.19	2	1.19	1	0.60	2	1.19	7	4.17	26
12 Indirect Greenhouse emissions	0	4	2.38	0	0	5	2.98	1	0.60	0	0	8	4.76	1	0.60	19
	1	5	2.98	0	0	6	3.57	3	1.79	2	1.19	6	3.57	1	0.60	23
	2	14	8.33	0	0	4	2.38	3	1.79	3	1.79	8	4.76	1	0.60	33
	3	13	7.74	0	0	6	3.57	2	1.19	4	2.38	8	4.76	16	9.52	50
	4	10	5.95	1	0.60	6	3.57	6	3.57	2	1.19	3	1.79	4	2.38	32
	5	6	3.57	0	0	0	0	0	0	0	0	2	1.19	3	1.79	11
13 Foreshore erosion	0	28	16.7	1	0.60	8	4.76	7	4.17	1	0.60	16	9.52	13	7.74	74
	1	2	1.19	0	0	1	0.60	1	0.60	0	0	3	1.79	0	0	7
	2	6	3.57	0	0	1	0.60	1	0.60	2	1.19	2	1.19	1	0.60	13
	3	4	2.38	0	0	6	3.57	2	1.19	4	2.38	7	4.17	5	2.98	29
	4	9	5.36	0	0	6	3.57	2	1.19	4	2.38	5	2.98	5	2.98	31
	5	3	1.79	0	0	5	2.98	2	1.19	0	0	2	1.19	2	1.19	14
14 Land Management	0	2	1.19	0	0	2	1.19	0	0	0	0	3	1.79	1	0.60	8
	1	1	0.60	0	0	0	0	2	1.19	0	0	3	1.79	1	0.60	7
	2	7	4.17	0	0	1	0.60	1	0.60	1	0.60	2	1.19	1	0.60	13
	3	15	8.93	0	0	6	3.57	7	4.17	3	1.79	10	5.95	9	5.36	51
	4	18	10.7	1	0.60	13	7.74	3	1.79	7	4.17	13	7.74	5	2.98	60
	5	9	5.36	0	0	5	2.98	1	0.60	0	0	4	2.38	9	5.36	28

n = 168

Foreshore erosion has a positive support of 45 (26.8%) which appears to be very low until the response for not applicable 74 (44.1%) is taken into account. Again this reflects the diverse topography of Australia from shoreline to central desert. In comparison to the 80 (47.5%) support for direct greenhouse emissions, indirect greenhouse emissions responded a stated support of 43 (25.6%) until the neither agree nor disagree response of 50 (29.8%) is taken into account. This gives a combined total of 93 (55.4%) who do not disagree with this policy.

7.2.5 Section 2: policy 15

As with the pilot study, the main study did not list any additional policies.

7.3 Questionnaire (main study) Section 3

7.3.1 CEO perceptions of power, legitimacy, urgency and salience assigned to their stakeholders

As with the pilot study, this section evaluates the CEO perceptions of salience (influence) each and any stakeholder may have on any of the sustainability policies adopted by the council. Agle, Mitchell and Sonnenfeld (1999 p 508) comment on an original study by Mitchell, Agle and Wood (1997) which assessed the salience of stakeholders based on the three variables of Power, Legitimacy and Urgency. They state, “In their first proposition, those authors suggest that stakeholder salience is positively related to the cumulative number of the three variable attributes, power, legitimacy and urgency, that are perceived by managers to be present.” Table 7.8 summarises the resultant means of CEO perceptions of the CEO to the variables of power, legitimacy, urgency, and salience in the main study.

Table 7.8
Means of power, legitimacy and urgency

	Power	Legitimacy	Urgency	Salience
Council employees	2.88	3.65	3.28	3.64
Elected councillors	3.71	3.83	3.87	4.26
Government	4.01	3.61	3.60	3.74
Local community groups	2.79	3.35	3.18	3.34
Activist groups	2.60	2.80	2.60	2.60
Civic associations	2.70	2.80	2.70	2.70
Mass media	2.90	2.40	2.90	2.90
Peripheral councils	2.30	2.80	2.70	2.60
Global Reporting Initiatives	1.89	2.20	2.10	1.90
Mean	2.86	3.05	2.99	3.08

n = 168

It appears, from the perception of local government CEOs in the main study, that it is possible to rank the stakeholders according to a salience assessment. This ranking is shown in table 7.9. The perceptions of CEOs in the main study reflect that elected councillors have more salience than government. All other stakeholders are clearly differentiated by their individual salience value. The seventh ranking is shared by activist groups and peripheral councils which have the same 2.6 salience value, even though their rates of power, legitimacy

and urgency are different, a good example of equal levels of salience (influence) but sourced differently.

Table 7.9
Ranking of stakeholder salience values

Ranking	Stakeholder	Salience value
1	Elected councillors	4.26
2	Government	3.74
3	Council employees	3.64
4	Local community groups	3.34
5	Mass media	2.90
6	Civic associations	2.70
7	Activist groups	2.60
7	Peripheral councils	2.60
8	Global Reporting Initiatives	1.90

n= 168

7.3.2 Section three (main study) means and standard deviation results of hypotheses 1, 2 and 3

H^1 = Stakeholder salience will be low where only one of the stakeholder attributes of power, legitimacy, and urgency is perceived to be present.

H^2 = Stakeholder salience will be moderate where only two of the stakeholder attributes of power, legitimacy, and urgency are perceived to be present.

H^3 = Stakeholder salience will be high where all three of the stakeholder attributes of power, legitimacy, and urgency are perceived to be present.

Based first on the mean results of the main study, CEO perception evaluations of less than three indicate an absence (exclusion) of any of the stakeholder attributes of power, legitimacy or urgency. CEO perception evaluations of three and above for any of the stakeholder attributes of power, legitimacy or urgency indicate their presence (inclusion).

As can be seen in table 7.9, based on mean values resulting from the perceived evaluations of CEOs, councillors and government are classified as definitive stakeholders who create clear mandates to council. They clearly possess all three stakeholder attributes of power, legitimacy

and urgency. They are definitive stakeholders and they score high levels of salience, which would appear to support hypothesis:

H^3 = Stakeholder salience will be high where all three of the stakeholder attributes of power, legitimacy, and urgency are perceived to be present.

Table 7.10
Means and standard deviations

Attribute	Mean	Restated Standard Deviation	95% confidence interval Perception values
Council employee power	2.88	(1.96 x 1.22) = 2.39	0.49 - 5.27
Council employee legitimacy	3.65	(1.96 x 0.94) = 1.84	1.81 - 5.49
Council employee urgency	3.28	(1.96 x 1.04) = 2.04	1.24 - 5.32
Council employee salience	3.64	(1.96 x 1.02) = 2.00	1.64 - 5.64
Elected councillors power	3.71	(1.96 x 1.19) = 2.33	1.38 - 6.04
Elected councillors legitimacy	3.83	(1.96 x 1.01) = 1.98	1.85 - 5.81
Elected councillors urgency	3.87	(1.96 x 1.01) = 1.98	1.89 - 5.85
Elected councillors salience	4.26	(1.96 x 0.94) = 1.84	2.42 - 6.10
Government power	4.01	(1.96 x 1.24) = 2.43	1.58 - 6.44
Government legitimacy	3.61	(1.96 x 1.07) = 2.10	1.51 - 5.71
Government urgency	3.60	(1.96 x 1.08) = 2.12	1.48 - 5.72
Government salience	3.74	(1.96 x 1.11) = 2.18	1.56 - 5.92
Local community groups power	2.79	(1.96 x 1.11) = 2.18	0.61 - 4.97
Local community groups legitimacy	3.35	(1.96 x 0.95) = 1.86	1.49 - 5.21
Local community groups urgency	3.18	(1.96 x 0.97) = 1.91	1.27 - 5.09
Local community groups salience	3.34	(1.96 x 0.92) = 1.82	1.52 - 5.16
Activist groups power	2.60	(1.96 x 1.23) = 2.41	0.19 - 5.01
Activist groups legitimacy	2.80	(1.96 x 1.11) = 2.18	0.62 - 4.98
Activist groups urgency	2.60	(1.96 x 1.30) = 2.55	0.05 - 5.15
Activist groups salience	2.60	(1.96 x 1.14) = 2.24	0.36 - 4.84
Civic associations power	2.70	(1.96 x 1.20) = 2.35	0.35 - 5.05
Civic associations legitimacy	2.80	(1.96 x 1.21) = 2.37	0.43 - 5.17
Civic associations urgency	2.70	(1.96 x 2.29) = 2.29	0.41 - 4.99
Civic associations salience	2.70	(1.96 x 1.14) = 2.24	0.46 - 4.94
Mass media power	2.90	(1.96 x 1.42) = 2.78	0.12 - 5.68
Mass media legitimacy	2.40	(1.96 x 1.13) = 2.22	0.18 - 4.62
Mass media urgency	2.90	(1.96 x 1.32) = 2.59	0.31 - 5.49
Mass media salience	2.90	(1.96 x 1.21) = 2.37	0.53 - 5.27
Peripheral councils power	2.30	(1.96 x 1.13) = 2.22	0.08 - 4.52
Peripheral councils legitimacy	2.80	(1.96 x 1.13) = 2.22	0.58 - 5.02
Peripheral councils urgency	2.70	(1.96 x 1.86) = 3.65	-0.95 - 6.35
Peripheral councils salience	2.60	(1.96 x 1.13) = 2.22	0.38 - 4.82
GRI power	1.89	(1.96 x 1.13) = 2.22	-1.22 - 4.11
GRI legitimacy	2.20	(1.96 x 1.48) = 2.90	-0.70 - 5.10
GRI urgency	2.10	(1.96 x 1.29) = 2.53	-0.43 - 4.63
GRI salience	1.90	(1.96 x 1.36) = 2.67	-0.77 - 3.26

n = 168

Council employees and local community groups each recorded the same two stakeholder attributes of legitimacy and urgency, which satisfies hypothesis two:

H^2 = Stakeholder salience will be moderate where only two of the stakeholder attributes of power, legitimacy and urgency, are perceived to be present. This also refers to them as dependent stakeholders.

Activist groups, civic associations, mass media, peripheral councils and GRI all have mean scores below 3.0 and consequently are considered non-stakeholders. According to hypothesis one:

H^1 = Stakeholder salience will be low where only one of the stakeholder attributes of power, legitimacy and urgency, is perceived to be present.

However, when restated standard deviation results are examined at the higher values of the 95% confidence interval perception values, it can be seen that all listed stakeholders have all three attributes of power, legitimacy and urgency. This then re-classifies all listed stakeholders as definitive stakeholders with high levels of salience. Again, as with the pilot study, the results above support hypothesis three:

H^3 = Stakeholder salience will be high where all three of the stakeholder attributes of power, legitimacy and urgency, are perceived to be present.

7.3.3 Correlation coefficient analysis (main study)

In order to measure and compare the strength of relationships between stakeholder attributes and stakeholder salience, Pearson's r correlation coefficient was used. Significance levels were obtained using a one-tailed test. The results can be seen in Table 7.10.

7.3.4 Correlations

The correlation results for the main study are shown in Table 7.10. As with the pilot study, it can be seen that there are many significant results, both at 0.05 and 0.1 levels (single-tailed). However was necessary to review the overall results in order to relate them back to the study questions. As with the pilot study, weak correlations of less than 0.3 were excluded. Some moderate correlations at 0.3 to 0.4, which relate to the study questions, were included. Statistically significant correlations of 0.5 to 0.7 and very significant correlations of 0.7 and above are important.

Table 7.11 summarises salience correlation results for the nine listed stakeholders. Each line separately shows the correlation of each stakeholder's salience correlation to its own

attributes of power, legitimacy and urgency. The table supports the statement made by Agle, Mitchell and Wood (1997 p. 508) that, “stakeholder salience is positively related to the cumulative number of the three variable attributes of power, legitimacy and urgency, that are perceived by managers to be present.” The table shows only positive correlations of salience for each of the listed stakeholders in relation to their attributes of power, legitimacy and urgency. All the above results are significant at the 0.01 level and support the assertion that salience results will be positive in relation to the cumulative result of the permutation of power, legitimacy and urgency.

Table 7.11
Salience correlations to power, legitimacy and urgency

Salience variable	Power	Legitimacy	Urgency
Council employees	0.41**	0.56**	0.64**
Elected councillors	0.42**	0.59**	0.65**
Government	0.48**	0.69**	0.73**
Local community group	0.48**	0.61**	0.57**
Activist groups	0.68**	0.72**	0.72**
Civic associations	0.68**	0.79**	0.72**
Mass media	0.47**	0.56**	0.68**
Peripheral councils	0.63**	0.57**	0.44**
GRI	0.99**	1.00**	0.78**

n = 168

* significant at 0.05 level

** significant at 0.01 level

7.4 Tests of normality

As with the pilot study, the results of the main study were subjected to further analysis to test if they reflected a normal distribution. Section 2 of the main-study questionnaire was subjected to tests of normality using the Kolmogorov-Smirnov, and Shapiro-Wilk tests. Finally those same results were subjected to Skewness, Kurtosis and Z-score tests. Table 7.12 uses the Kolmogorv-Smirnov and Shapiro-Wilk tests and shows significance to all the policy results. This is why it was necessary to further test the data by subjecting them to Skewness and Kurtosis testing as well as Z-score comparison for a final estimation as to the normal distribution or otherwise of the respondent data.

Table 7.12
Kolmogorov-Smirnov and Shapiro-Wilk tests of normality (pilot study)

Policy	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Bio-diversity	.230	168	.000	.870	168	.000
Food pollution and control	.220	168	.000	.872	168	.000
Recycling	.287	168	.000	.782	168	.000
Verge-side bulk rubbish collection	.189	168	.000	.890	168	.000
Weekly rubbish collection	.241	168	.000	.813	168	.000
Waste management	.276	168	.000	.714	168	.000
Noise control	.223	168	.000	.908	168	.000
Energy consumption	.211	168	.000	.881	168	.000
Water usage	.248	168	.000	.829	168	.000
Water re-used and recycled	.261	168	.000	.846	168	.000
Direct greenhouse emissions	.213	168	.000	.899	168	.000
Indirect greenhouse emissions	.189	168	.000	.928	168	.000
Foreshore erosion	.283	168	.000	.809	168	.000
Land management	.320	168	.000	.330	168	.000

a. Lilliefors Significance correction.

In addition to Field's (2009, p. 139) statement that values (for Z-scores) above 1.96 are significant at $p < .05$ and above 2.58 is significant at $p > .001$, he also advised that as long as the Z scores are below an upper threshold of 3.29, satisfactory results have been obtained to reflect normality. He indicated an increase in size if a sample gets very large, especially those over 200. Overall, the above results appear to reflect a normal distribution for the main study.

Table 7.13
Skewness, Kurtosis and Z-score tests of normality

Policy	Skewness	Z _{Skewness}	Kurtosis	Z _{Kurtosis}
Bio-diversity	-.808	-2.669	-.139	-2.201
Food pollution and control	-.917	-3.133	.440	-2.113
Recycling	-1.499	-2.430	2.109	-1.472
Verge-side bulk rubbish collection	-.711	1.687	-.241	-2.010
Weekly rubbish collection	-1.332	-2.048	1.860	-1.615
Waste management	-1.999	-2.179	5.121	.900
Noise control	-.523	-1.657	-.379	-1.768
Energy consumption	-.827	-1.903	.133	-2.415
Water usage	-1.219	-2.028	1.309	-1.957
Water re-used and recycled	-1.052	-2.378	.484	-2.250
Direct greenhouse emissions	-.592	-2.483	-.581	-1.687
Indirect greenhouse emissions	-.226	-1.621	-.761	-1.242
Foreshore erosion	.266	-.861	-1.538	-1.830
Land management	9.824	2.014	116.874	3.640

7.5 Summary

Chapter 7 revisits the same sections of the questionnaire as in Chapter 6, but uses data from the main study. Means, standard deviations and correlation coefficient analysis were used to interpret the data. Again hypotheses H^1 , H^2 and H^3 from proved to be positive. In addition, tests of normality were applied, which validated the data used in the study.

	Variable	Mean	s.d.	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39						
1	Council employees power	2.88	1.22	1																																												
2	Council employees legitimacy	3.65	0.94	.487**	1																																											
3	Council employees urgency	3.28	1.04	.627**	.672**	1																																										
4	Council employees salience	3.64	1.02	.411**	.555**	.639**	1																																									
5	Elected councillors power	3.71	1.19	.330**	.344**	.379**	.298**	1																																								
6	Elected councillors legitimacy	3.83	1.01	.369**	.514**	.470**	.413**	.518**	1																																							
7	Elected councillors urgency	3.87	1.01	.308**	.445**	.491**	0.303	.453**	.664**	1																																						
8	Elected councillors salience	4.26	0.94	.226**	.381**	.405**	.547**	.417**	.590**	.653**	1																																					
9	Government power	4.01	1.24	.222**	.255**	.233**	.149*	.597**	.315**	.265**	.296**	1																																				
10	Government legitimacy	3.61	1.07	.373**	.357**	.319**	.230**	.340**	.569**	.444**	.406**	.446**	1																																			
11	Government urgency	3.6	1.08	.257**	.290**	0.302**	.225**	.325**	.502**	.604**	.504**	.443**	.666**	1																																		
12	Government salience	3.74	1.11	.166*	.178*	.162*	.239**	.308**	.427**	.451**	.566**	.483**	.687**	.731**	1																																	
13	Local community groups power	2.79	1.11	.326**	.309**	.418**	.272**	.498**	.287**	.399**	.300**	.323**	.230**	.198**	.179*	1																																
14	Local community groups legitimacy	3.35	0.95	.272**	.388**	.444**	.373**	0.358	.483**	.478**	.498**	.244**	.297**	.298**	.261**	.521**	1																															
15	Local community groups urgency	3.18	0.974	.234**	.381**	.475**	.317**	.375**	.413**	.567**	.396**	.231**	.251**	.267**	.237**	.566**	.693**	1																														
16	Local community groups salience	3.34	0.93	.173*	.253**	.347**	.457**	.318**	.406**	.420**	.597**	0.173	.285**	.328**	.406**	.476**	.611**	.568**	1																													
17	Activist groups power	2.45	1.23	.188**	.177*	.228**	.192**	.242**	.193**	.189**	.201**	.318**	.258**	.255**	.245**	.474**	.306**	.232**	.175*	1																												
18	Activist groups legitimacy	2.43	1.11	.214**	.217**	.271**	.205**	.159*	.279**	.227**	.197**	.178*	.349**	.280**	.276**	.190**	.343**	.198**	.140*	.700**	1																											
19	Activist groups urgency	2.6	1.3	.185**	.198**	.239**	.157*	.214**	.252**	.303**	.229**	.234**	.276**	.228**	.275**	.220**	.312**	.375**	.155*	.729**	.703**	1																										
20	Activist groups salience	2.48	1.14	.161*	.149*	.203**	.200**	0.069	.207**	.201**	.248**	.165*	.233**	.216**	.293**	0.127	.165*	.143*	.246**	.676**	.724**	.723**	1																									
21	Civic associations power	2.4	1.2	.220**	.196**	.231**	.175*	.258**	.180**	.232**	.165*	.282**	.271**	.304**	.281**	.441**	.151*	.210**	.195**	.527**	.376**	.366**	.361**	1																								
22	Civic associations legitimacy	2.87	1.21	0.103	.250**	.186**	.243**	0.09	.260**	.247**	.205**	.129*	.188**	.280**	.184**	0.118	.258**	.178*	.163*	.380**	.484**	.391**	.411**	.707**	1																							
23	Civic associations urgency	2.71	1.17	.151*	.191**	.271**	.204**	.218**	.230**	.292**	.154*	.244**	.212**	.313**	.231**	.225**	.174*	.343**	.178*	.356**	.379**	.486**	.398**	.719**	.738**	1																						
24	Civic associations salience	2.77	1.14	0.07	0.108	.170*	.298**	0.064	.172*	.156*	.263**	0.112	0.118	.223**	.277**	.141*	.129*	0.097	.346**	.340**	.367**	.337**	.513**	.684**	.786**	.722**	1																					
25	Mass media power	3.02	1.42	.198**	0.123	.167*	.145*	.262**	.152*	.153*	.227**	.425**	.227**	.215**	.178*	.418**	.301**	.232**	.201**	.546**	.295**	.389**	.324**	.525**	.352**	.396**	.362**	1																				
26	Mass media legitimacy	2.35	1.13	.238**	.153*	.242**	0.102	0.066	.188**	.166*	0.08	0.108	.290**	.256**	.229**	.229**	.161*	.188**	0.116	.387**	.502**	.418**	.426**	.432**	.371**	.408**	.349**	.422**	1																			
27	Mass media urgency	2.99	1.32	.218**	.168*	0.118	0.06	.166*	.182**	.278**	.228**	.287**	.232**	.315**	.247**	.215**	.167*	.237**	.192**	.377**	.261**	.452**	.382**	.431**	.427**	.522**	.430**	.594**	.525**	1																		
28	Mass media salience	2.8	1.21	.170*	0.098	0.117	0.111	.134*	.221**	.234**	.285**	.197**	.325**	.276**	.384**	.192**	.155*	.138*	.254**	.337**	.364**	.384**	.475**	.395**	.352**	.369**	.444**	.465**	.564**	.677**	1																	
29	Peripheral councils power	2.41	1.13	.303**	.177*	.302**	.153*	.262**	.208**	.215**	.137*	.345**	.316**	.287**	.295**	.492**	.272**	.313**	.180**	.503**	.318**	.342**	.318**	.442**	.289**	.395**	.338**	.488**	.374**	.345**	.254**	1																
30	Peripheral councils legitimacy	2.86	1.13	.132*	.283**	.211**	0.113	0.113	.168*	.164*	.142*	.219**	.310**	.278**	.272**	.188**	.228**	.268**	0.114	.266**	.239**	.228**	.252**	.182**	.194**	.265**	.203**	.163*	.178*	.220**	0.116	.569**	1															
31	Peripheral councils urgency	2.68	1.86	0.114	0.035	.198**	0.114	.142*	0.114	0.12	0.07	.165*	.159*	.186**	.154*	.148*	.293**	.303**	.185**	.166**	.160*	.261**	.208**	.229**	.211**	.347**	.274**	.221**	0.105	.223**	0.105	.501**	.464**	1														
32	Peripheral councils salience	2.8	1.13	.253**	.200**	.327**	.307**	.175*	.253**	.258**	.337**	.245**	.289**	.275**	.393**	.292**	.259**	.321**	.362**	.311**	.231**	.307**	.367**	.286**	.236**	.320**	.379**	.235**	.224**	.320**	.305**	.627**	.572**	.442**	1													
33	GRI power	1.71	1.3	.133*	0.053	.180**	0.106	.216**	.148*	.145*	.141*	.322**	.143*	0.116	.192**	.295**	0.125	.240**	0.108	.482**	.312**	.439**	.358**	.449**	.339**	.413**	.330**	.482**	.334**	.348**	.219**	.489**	.219**	.295**	.366**	1												
34	GRI legitimacy	2.14	1.48	0.073	-0.003	.144*	.142*	0.055	.145*	0.065	.158*	.191**	.200**	.142*	.199**	0.081	.137*	.164*	.138*	.306**	.320**	.325**	.361**	.280**	.290**	.331**	.318**	.310**	.366**	.294**	.235**	.295**	.379**	.268**	.301**	.644**	1											
35	GRI urgency	1.92	1.29	.166*	0.021	.204**	0.125	0.02	0.118	0.066	0.091	.188**	.201**	.141*	.191**	.152*	0.12	.207**	.128*	.387**	.387**	.452**	.437**	.377**	.345**	.437**	.355**	.353**	.426**	.313**	.229**	.367**	.307**	.314**	.320**	.737**	.749**	1										
36	GRI salience	1.97	1.36	0.092	-0.005	.141*	.135*	0.032	0.122	0.081	0.063	.192**	.158*	0.122	.178*	0.103	0.124	.199**	.151*	.382**	.421**	.419**	.473**	.354**	.386**	.431**	.402**	.325**	.393**	.287**	.271**	.324**	.276**	.270**	.388**	.714**	.761**	.841**	1									
37	Other stakeholders 1 power	0.06	0.46	-0.051	-0.007	-0.035	-0.005	0.01	-0.08	0.069	-0.091	0.041	-0.099	-0.047	-0.04	-0.093	0.007	-0.024	-0.076	-0.048	0.113	0.041	0.036	-0.043	0.057	0.032	0.026	-0.038	-0.017	0.04	-0.064	-0.07	-0.053	-0.048	-0.046	0.009	-0.013	-0.073	-0.036	1								
38	Other stakeholders 1 legitimacy	0.06	0.49	-0.057	-0.002	-0.036	-0.001	0.002	-0.073	0.066	-0.089	0.036	-0.089	-0.04	-0.045	-0.096	0.003	-0.025	-0.088	-0.049	0.112	0.042	0.029	-0.045	0.055	0.033	0.027	-0.036	-0.03	0.037	-0.058	-0.081	-0.038	-0.049	-0.052	0.002	-0.013	-0.068	-0.033	.989**	1							
39	Other stakeholders 1 urgency	0.03	0.28	-0.025	-0.029	-0.029	0.038	-0.01	-0.045	0.014	-0.099	0.051	-0.022	-0.079	-0.072	-0.019	0.029	0.047	-0.086	0.013	0.113	0.084	0.011	0.018	0.065	0.081	0.022	0.044	-0.014	0.049	-0.036	-0.077	-0.064	-0.04	-0.077													

CHAPTER 8

STAKEHOLDER SALIENCE

This chapter evaluates the data from Section 3 of the questionnaire. Both the pilot study and the main study are compared using multiple regression analysis to discuss the construct of stakeholder salience. The IBM SPSS 18 and IBM SPSS 21.msi statistical packages were used to formulate the results, which were translated using Field (2009) as a guide. The model fit option was used in the SPSS package. Standardised and adjusted coefficients are used. “The adjusted coefficients give us some idea of how well our model generalises and ideally we would like its value to be the same or very close to standardised coefficients” (p. 235). The *F*-ratio “...is used to test the overall fit of the model in simple and multiple regression” (p. 786). The larger the *F* value aligned with the smaller the significance value the better. In addition, multiple regression analysis, correlations, cross-tabs, Spearman’s *rho*, and Kendall’s *Tua_b* models were used to test the data retrieved from the returned questionnaires.

Questionnaire respondents identified their perceived levels of power, legitimacy and urgency for each of the nine listed stakeholders. They graded their perceptions using a Likert style scale which ranged from zero (0) for none or not applicable, through to 1-5, to reflect their perception of the importance of the policy.

8.1 Pilot study stakeholder salience

The results from Table 8.1 show that urgency is the prominent attribute of salience valuation for council employees, elected councillors, local community groups, civic associations, mass media and peripheral councils. For government and GRI, legitimacy has the highest result, whilst for activist groups power is the focus. Legitimacy comes second in prominence with council employees, local community groups, activist groups, civic associations and peripheral councils. Power was the second most important attribute of salience for elected councillors, government, mass media and GRI. The least important attribute for council employees, local community groups, civic associations, and peripheral councils, was power. The least important attribute for elected councillors and mass media was legitimacy.

Overall, the comparisons of standardised and adjusted coefficients are not as close as would be preferred, and possibly reflects shrinkage levels of variance from the whole population.

Again, the overall result would tend to support the assumption that stakeholder salience is positive in relation to the cumulative results of power, legitimacy and urgency.

Table 8.1

Standardised regression coefficients report stakeholder attributes, stakeholder salience

Stakeholder Variable	Council Employee Salience	Elected Councillors Salience	Government Salience	β Local Community Groups	Activist Groups Salience	Civic Associations Salience	Mass Media Salience	Peripheral Councils Salience	GRI Salience
Power	-.28	.39	.45	-.35	.90**	.19	.15	-.24	.28
Legitimacy	.09	.19	.54	-.13	.64 ⁺	.23	.02	-.09	.63 ⁺
Urgency	.86 ⁺	.45	.00	.99 ⁺	-.66 ⁺	.23 ⁺	.76 ⁺	1.17	.17
R^2	.60	.88	.92	.69	.82	.30	.78	.81	.83
Adjusted R^2	.35	.81	.87	.50	.72	-.12	.64	.70	.72
F	2.46	11.94 ⁺	18.33**	3.67 ⁺	7.75 ⁺	0.71	5.77 ⁺	7.13 ⁺	8.00 ⁺
n	9	9	9	9	9	9	9	9	9

⁺ $p < .10$; ^{*} $p < .05$ ^{**} $p < .01$

The multiple regression equation used to examine the relationship between stakeholder salience and power, legitimacy, and urgency takes the following form:

$$Y = b_1x_1 + b_2x_2 + b_3x_3 + R$$

Where:

Y = Stakeholder salience

x_1 = Power

b_1 = Regression weight for x_1

x_2 = Legitimacy

b_2 = regression weight for x_2

x_3 = Urgency

b_3 = regression weight for x_3

R = residual

Note: β refers to the beta weight (standardised regression coefficient) in the multiple regression equation.

8.2 Main study stakeholder salience

Table 8.2 shows that for council employees, elected councillors, the government, mass media and GRI, urgency was the most important stakeholder predictor of the attribute, salience. For local community groups, activist groups and civic associations, legitimacy was the prominent attribute, whilst for peripheral councils power was the foremost attribute of their salience. For council employees, elected councillors, government, mass media, peripheral councils and GRI, legitimacy was the second most important attribute, while for local community groups, activist groups and civic associations, urgency was their second most important attribute. All stakeholders, except for peripheral councils, chose power as their third attribute of importance. Peripheral councils chose urgency as theirs.

The standardised and adjusted coefficients of the main study are extremely close and indicate minimal shrinkage in the population. Also the *F*-ratio results with their associated levels of significance show that these results are unlikely to have been obtained by chance.

Table 8.2

Standardised regression coefficients report stakeholder attributes, stakeholders salience

Stakeholder Variable	Council Employee Salience	Elected Councillors Salience	Government Salience	β Local Community Groups	Activist Groups Salience	Civic Associations Salience	Mass Media Salience	Peripheral Councils Salience	GRI Salience
Power	-.01 ⁺	.09	.14 ^{**}	.16 [*]	.17 [*]	.16 [*]	.05	.41 ^{**}	.15 ^{**}
Legitimacy	.23 ^{**}	.25 ^{**}	.32 ^{**}	.38 ^{**}	.36 ^{**}	.49 ^{**}	.28 ^{**}	.30 ^{**}	.27 ^{**}
Urgency	.49 ^{**}	.45 ^{**}	.46 ^{**}	.22 ^{**}	.34 ^{**}	.24 ^{**}	.50 ^{**}	.10	.53 ^{**}
<i>R</i> ²	.44	.48	.62	.43	.63	.67	.52	.47	.76
Adjusted <i>R</i> ²	.43	.47	.61	.42	.62	.67	.51	.46	.75
<i>F</i>	42.11 ^{**}	49.52 ^{**}	89.32 ^{**}	41.18 ^{**}	91.66 ^{**}	112.45 ^{**}	59.39 ^{**}	48.62 ^{**}	169.29 [*]
<i>n</i>	168	168	168	168	168	168	168	168	168

⁺ *p* < .10 ^{*} *p* < .05 ^{**} *p* < .01

The multiple regression equation used to examine the relationship between stakeholder salience and power, legitimacy and urgency takes the following form:

$$Y = b_1x_1 + b_2x_2 + b_3x_3 + R$$

Where:

Y = Stakeholder salience

x_1 = Power

b_1 = Regression weight for x_1

x_2 = Legitimacy

b_2 = regression weight for x_2

x_3 = Urgency

b_3 = regression weight for x_3

R = residual

Note: β refers to the beta weight (standardised regression coefficient) in the multiple regression equation.

8.3 Government classifications and sustainability policies

Hypothesis four of the study states:

H^4 = The larger the local government is, the more responsive it is to stakeholder sustainability policy choice.

Discussion of hypothesis 4 draws on the data obtained in response to sections 1 and 4 of the questionnaire. Each of the twenty-two government classifications was cross-tabbed with the fourteen sustainability policies nominated in the study and confirmed by the respondent CEOs.

Table 8.3 depicts the results of CEO perceptions of the importance of stated sustainability policies based on local government size, in line with central government classification of that local government. The results of combined A (Agree) and (SA) Strongly Agree reflect a proactive supportive perception of those councils. The sum result of small councils are compared to the sum results of large councils. Of a possible 168 positive combined responses, small local government totalled 13 (7.74%) compared to a combined large local government 16 (9.52%) and the RAM 14 (8.33%) of 30 (17.86%).

This supports the hypothesis that the larger the local government is, the more responsive it is to stakeholder sustainability policy choice, despite such a small initial pilot sample (9). The results of the main study shown in Table 8.4 show a similar trend. Table 8.4 shows the relationship of the size of council by government category to its perceived importance of the sustainability policies in the study. From a positive, proactive perspective, there is an overall

225 response rate in support of the importance of said sustainability policies from the largest councils, compared to 199 from the smallest. These rates were calculated from the responses of each council selecting A (Agree) and SA (Strongly Agree) for each sustainability policy.

Table: 8.3

Government classifications and sustainability cross-tabs (pilot study)

Government Classification	Score	Bio-diversity	Food and pollution control	Recycling	Verge-side bulk rubbish collection	Weekly rubbish collection	Waste management	Noise control	Energy consumption	Water usage	Water re-used and recycled	Direct green-house emissions	Indirect green-house emissions	Foreshore erosion	Land management
UCC	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0
	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
	2	0	0	0	1	0	0	0	0	0	0	0	0	0	0
	3	0	0	0	0	1	0	0	0	0	1	0	1	0	0
	4	1	0	1	0	0	1	0	0	0	0	0	0	0	1
UDS	5	0	0	0	0	0	0	0	1	1	0	1	0	1	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	3	0	0	0	0	0	0	0	0	0	0	0	1	1	0
UDL	4	1	1	0	1	1	0	1	1	1	1	1	0	0	1
	5	0	0	1	0	0	1	0	0	0	0	0	0	0	0
	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0
	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
URS	3	0	0	0	1	1	0	1	0	0	0	0	1	0	1
	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	5	1	0	1	0	0	1	0	1	1	1	1	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
URM	2	0	0	0	0	0	0	1	0	0	1	0	1	0	0
	3	1	0	0	0	0	0	0	1	1	0	1	0	0	1
	4	0	1	1	1	1	1	0	0	0	0	0	0	0	0
	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RAM	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	2	0	1	0	0	0	0	0	0	0	0	1	0	0	0
	3	1	0	0	1	0	0	0	0	1	1	0	1	0	1
	4	0	0	1	0	1	1	1	1	0	0	0	0	1	0
	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RAM	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0
	2	0	0	0	1	0	0	0	0	0	0	1	1	1	0
	3	1	1	0	1	0	0	1	1	1	0	0	1	0	1
	4	1	1	1	0	2	2	0	1	1	1	1	0	0	1
	5	0	0	1	0	0	0	0	0	0	1	0	0	0	0

n = 9

Table: 8.4

Government classifications and sustainability cross-tabs (main study)

Government Classification	Score	Bio-diversity	Food and pollution control	Recycling	Verge-side bulk rubbish collection	Weekly rubbish collection	Waste management	Noise control	Energy consumption	Water usage	Water re-used and recycled	Direct green-house emissions	Indirect green-house emissions	Foreshore erosion	Land management
UCC	0	1	1	0	1	1	0	0	1	1	1	1	2	1	1
	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
	2	0	0	0	0	0	0	0	0	0	0	1	1	1	0
	3	0	2	1	0	1	1	2	2	1	1	1	0	0	0
	4	3	0	2	2	2	2	1	1	3	3	2	2	1	2
UDS	5	1	2	2	2	1	2	2	1	0	0	0	0	2	1
	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
	1	0	0	0	0	0	0	1	0	0	0	1	1	1	1
	2	1	1	0	1	1	0	1	0	0	1	0	0	1	0
	3	1	1	0	1	0	0	2	1	1	0	0	1	1	2
UDM	4	3	2	2	2	1	1	1	2	1	3	3	2	1	1
	5	0	0	3	1	3	4	0	2	3	1	1	1	1	1
	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0
	1	1	0	1	0	1	1	1	1	1	1	1	2	0	1
	2	0	0	0	1	0	0	1	0	1	0	2	1	1	1
UDL	3	2	5	1	1	1	1	2	2	1	0	0	1	2	3
	4	4	2	2	2	2	3	3	3	3	4	2	1	1	2
	5	0	0	3	3	3	2	0	1	1	2	2	2	1	0
	0	0	1	0	0	0	1	1	0	0	0	0	0	2	0
	1	0	0	0	1	0	0	1	0	1	1	0	0	0	1
UDV	2	1	2	1	2	0	1	1	0	0	1	0	1	0	0
	3	2	3	0	1	1	0	4	1	1	2	2	4	2	1
	4	3	2	3	2	3	1	1	3	2	1	1	1	4	4
	5	3	1	5	3	5	6	1	5	5	4	6	3	1	3
	0	0	0	0	0	0	0	0	0	0	1	0	1	2	0
URS	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0
	2	0	0	0	1	0	0	1	0	0	0	1	0	1	1
	3	2	1	0	2	1	0	1	2	1	0	0	2	1	2
	4	2	2	4	1	2	3	2	1	1	2	4	1	1	2
	5	1	2	1	1	2	2	1	2	3	2	0	0	0	0
URM	0	2	1	1	2	1	0	0	2	0	1	2	2	6	0
	1	0	0	1	1	0	0	1	0	0	0	0	2	0	0
	2	4	2	0	3	1	0	4	3	3	2	4	4	2	2
	3	7	4	2	7	3	4	10	3	3	4	2	5	4	7
	4	4	10	7	2	5	5	3	7	7	6	8	5	5	7
URL	5	1	1	7	3	8	9	0	3	5	5	2	0	1	2
	0	1	0	0	2	0	0	3	1	1	3	2	2	8	1
	1	0	1	0	0	0	0	0	0	1	0	1	1	1	0
	2	2	1	0	1	0	0	4	3	1	2	1	3	2	1
	3	8	7	1	4	2	0	4	5	3	3	6	8	2	10
URV	4	4	3	7	4	9	6	6	3	5	4	3	2	3	4
	5	2	5	9	6	6	11	0	5	6	5	4	1	1	1
	0	0	1	0	1	1	0	0	0	0	0	0	0	3	1
	1	0	0	0	1	0	0	1	0	0	0	0	2	0	0
	2	2	2	0	2	0	0	1	1	0	0	2	1	1	0
UFS	3	3	2	1	1	2	1	5	3	2	3	3	3	3	1
	4	3	3	4	3	2	4	1	3	5	4	1	2	0	5
	5	0	0	3	0	3	3	0	1	1	1	2	0	1	1
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UUV	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	4	2	2	1	2	1	1	1	2	1	2	2	0	1	1
	5	0	0	1	0	1	1	0	0	1	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
UUS	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	2	0	1	0	1	0	0	0	1	1	1	1	1	0	0
	3	2	0	0	0	0	0	1	0	0	0	1	1	1	1
	4	0	1	2	1	1	1	1	0	0	0	0	0	0	0
	5	0	0	0	0	1	1	0	1	1	1	0	0	0	1

Government Classification	Score	Bio-diversity	Food and pollution control	Recycling	Verge-side bulk rubbish collection	Weekly rubbish collection	Waste management	Noise control	Energy consumption	Water usage	Water re-used and recycled	Direct green-house emissions	Indirect green-house emissions	Foreshore erosion	Land management
UFM	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0
	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	2	0	0	0	1	0	0	0	0	0	1	0	0	0	0
	3	1	0	0	1	0	0	2	0	2	1	0	0	1	1
	4	2	2	2	0	2	0	0	2	1	1	2	1	0	1
UFL	5	0	1	1	1	1	3	1	1	1	1	1	1	1	1
	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	3	0	0	1	1	1	0	1	0	0	0	0	0	0	0
UFV	4	1	1	0	0	0	1	0	1	1	1	1	1	0	0
	5	0	0	0	0	0	0	0	0	0	0	0	0	0	1
	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0
	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0
	2	0	2	0	0	0	0	1	0	0	0	0	0	1	1
RSG	3	1	0	0	2	0	0	1	1	0	0	1	2	0	0
	4	0	0	2	0	2	2	1	1	2	2	1	1	2	2
	5	3	2	2	2	2	2	0	2	2	2	2	0	0	1
	0	1	1	0	0	0	0	0	0	0	0	0	0	2	0
	1	0	0	0	0	0	0	1	1	0	0	1	1	0	0
RAS	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	3	2	1	2	2	3	2	2	2	3	2	2	2	1	2
	4	0	1	1	1	0	1	0	0	0	1	0	0	0	0
	5	0	0	0	0	0	0	0	0	0	0	0	0	0	1
	0	2	1	2	5	1	1	5	2	2	1	2	3	14	1
RAM	1	2	1	1	1	2	1	2	2	1	3	2	2	0	0
	2	2	3	1	3	2	0	6	2	2	2	4	7	2	2
	3	6	5	2	4	6	2	3	4	4	2	5	5	1	7
	4	5	8	7	5	5	6	3	7	4	7	6	2	2	6
	5	2	1	6	1	3	9	0	2	6	4	0	0	0	2
RAL	0	0	0	0	0	0	0	0	0	0	0	0	0	5	0
	1	2	2	0	5	1	1	3	2	1	1	3	4	2	1
	2	1	0	0	0	0	0	1	2	1	0	2	3	0	1
	3	4	0	3	1	2	0	3	2	3	4	2	1	0	3
	4	3	7	6	3	5	7	3	3	4	4	3	2	2	4
RAV	5	0	1	1	1	2	2	0	1	1	1	0	0	1	1
	0	2	0	0	1	0	0	0	0	0	0	0	0	5	0
	1	0	1	0	0	0	0	2	1	0	0	1	1	1	0
	2	0	0	1	2	1	1	3	1	0	0	1	2	0	1
	3	3	4	2	4	2	1	3	4	3	1	4	4	2	2
RTS	4	6	3	2	3	3	5	3	3	4	6	4	3	2	4
	5	0	3	6	1	5	4	0	2	4	4	1	1	1	4
	0	2	2	1	1	2	0	2	0	0	0	1	2	8	2
	1	0	0	0	0	0	0	1	0	0	0	1	1	0	0
	2	2	3	0	1	0	0	2	2	1	1	1	2	0	0
RTM	3	1	3	3	4	5	1	5	3	1	2	2	4	2	3
	4	5	3	4	4	1	4	2	3	4	5	6	2	1	4
	5	2	1	4	2	4	7	0	4	6	4	1	1	1	3
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RTL	2	0	0	1	0	0	0	0	0	0	0	0	0	0	0
	3	0	1	0	0	0	0	0	0	0	0	1	1	0	0
	4	1	0	0	0	0	0	1	0	0	0	0	0	1	0
	5	0	0	0	1	1	1	0	1	1	1	0	0	0	1
	0	1	1	1	1	0	1	2	1	1	1	2	3	3	1
	1	1	0	1	0	0	0	0	1	0	0	1	0	0	0
	2	0	0	0	0	2	0	1	1	1	0	0	1	1	0
	3	1	2	0	2	1	1	0	1	1	2	1	0	0	0
	4	1	1	2	1	1	2	0	0	1	1	0	0	0	3
	5	0	0	0	0	0	0	1	0	0	0	0	0	0	0
	0	3	1	0	0	0	0	1	1	1	0	2	2	3	1
	1	1	0	2	1	0	0	1	2	0	2	1	1	1	0
	2	0	1	1	1	0	0	1	0	0	0	1	1	0	1
	3	2	2	2	1	1	1	2	1	1	1	2	2	1	2
	4	0	1	1	2	3	2	1	2	3	2	0	0	1	2
	5	0	1	0	1	2	3	0	0	1	1	0	0	0	0

The above were the sum results of the banding of local government category type. The local governments were considered in the same banding as allocated by central government and comparison was by smallest and largest of each band. A more concise breakdown is shown in Table 8.5.

Table 8.5

Local government support (by category banding) of sustainability policies of small and large local government

Band 1	Sum A, SA	Band 2	Sum A, SA	Band 3	Sum A, SA	Band 4	Sum A, SA	Band 5	Sum A, SA	Totals
UCC	42	URS	128	UFS	13	RSG	6	RTS	10	199
UDV	45	URV	23	UFV	40	RAV	88	RTL	29	225
	87		151		53		94		39	424

Of a potential A, SA combination of 280 responses, large government had a response rate of 225, or 80.36%, compared to small government's response rate of 199 or 71.07%. Although the overall results support a hypothesis of larger councils being more proactive in support of sustainability policies, there is an inverted result in band two, which ranges from URS to URV categories. This does not change the end result of the evaluation, but rather illustrates issues of response rates from various councils to the questionnaire. In this band there is a disproportionate response of small councils and a dearth of replies from large councils. Consequently we can consider that hypothesis 4 is generally supported by the results of the study.

8.4 Government location

Hypothesis five of the study investigates the levels of support for sustainability policies by comparing urban and rural local governments.

H⁵ = Urban local governments are more responsive to stakeholder sustainability policy requirements than rural local governments.

Table 8.6 shows that out of a potential 55 positive responses to the listed sustainability policies, urban councils were perceived to be more responsive with 41 (74.6%) compared to a rural council result of 14 (25.5%). These results support hypothesis H⁵ – that urban local government is more supportive of the sustainability policies listed in the questionnaire for the study. Despite the size of the pilot study, the results from the main study substantiate the pilot study results.

Table 8.6
Comparative results of urban versus rural council sustainability policy support (pilot study)

Urban Councils	A, SA	Rural Councils	A, SA
UCC	8	RAM	14
UDS	12		
UDL	7		
URS	5		
URM	9		
Totals	41		14

n = 55

Table 8.7 shows the responses of urban local councils and rural local councils to the issue of perceived support for sustainability policies contained within the questionnaire. Of a potential 1108 A/SA combination responses, urban councils show 62.9% (697) proactive support for sustainability policies compared to 37.1% (411) from the rural councils. Amongst the urban council responses, there is noticeable support from URS (11.6%) and URM (11.5%) categories, whilst among rural councils, it was RAS (9.9%) followed by RAV (8.0%) and RAL (7.9%). These figures lend support to hypothesis five - that urban local governments are more responsive to stakeholder sustainability policy requirements than rural local governments.

8.5 The influence of Global Reporting Initiatives (GRI) on local government sustainability policies

The final hypothesis contained within the study relates to GRI influence on the sustainability policies of local government. As discussed in earlier chapters of this thesis, GRI is a relatively new addition to the tools/guidelines of the private and public business and government sectors.

H⁶ = GRI influences the sustainability policy choices of local government in Australia.

Table 8.7
Comparative results of urban versus rural council sustainability policy support (main study)

Urban Councils	A, SA	Rural Councils	A, SA
UCC	42	RSG	6
UDS	46	RAS	109
UDM	54	RAM	68
UDL	82	RAL	87
UDV	45	RAV	88
URS	128	RTS	10
URM	127	RTM	14
URL	56	RTL	29
URV	23		
UFS	13		
UFM	32		
UFL	9		
UFV	40		
Totals	697		411

n = 1108

In order to arrive at meaningful generalisations of the resultant data in addition to correlations, both Spearman's *rho* and Kendall's *Tau_b* were used. Kendall's *Tau_b* is considered by Field (2009 p. 181) as "...a better estimate of the correlations in the population." Table 8.8 illustrates the data obtained for the pilot study with regard to the influence of GRI on the sustainability policies encompassed in this study.

8.5.1 GRI correlations to sustainability policies (pilot study)

The results show that all GRI and sustainability policies enjoy a positive relationship. Of the fourteen sustainability policies, the two weakest correlations are foreshore erosion and noise control, with correlations of .22 and .31 respectively. As mentioned earlier in the study, the diverse range of council types and geographical locations may be reflected in these responses, and indicate an absence of foreshore for inland councils and airports and/or industry for others. The highest and more significant correlations of GRI and sustainability policies are energy consumption (.94), water management (.91), weekly rubbish collection and water usage, both with a correlation of (.90), verge-side rubbish collection (.80), and bio-diversity and recycling both (.75). These are all significant to *p* being less than .01. With a *p* of less than .05 the sustainability policies of water reused/recycled and land management were .70 and .62 respectively.

Table 8.8
Correlations of GRI salience and stated sustainability policies (pilot study)

	Bio- Diversity	Food & Pollution control	Recycling	Verge-side bulk rubbish collection	Weekly rubbish collection	Waste management	Noise-control	Energy consumption	Water usage	Water reused/recycled	Direct greenhouse emissions	Indirect greenhouse emissions	Foreshore erosion	Land management
GRI	.75**	.40	.75**	.80**	.90**	.91**	.31	.94**	.90**	.70*	.39	.57	.22	.62*
Kendall's Tau_b	.69*	.43	.70*	.78**	.87**	.87**	.30	.92**	.87**	.64*	.33	.51	.19	.57*
Spearman's rho	.78**	.45	.78**	.83**	.93**	.93**	.28	.96**	.93**	.70*	.35	.56	.20	.60*

$n = 9$; * $p < .05$; ** $p < .01$

8.5.2 Kendall's *Tau_b* (pilot study)

Kendall's results support the above correlations with a significance of p less than .01 for energy consumption (.92), weekly rubbish collection, water usage, and waste management each at a level of (.87), and verge-side bulk rubbish collection (.78). With a significance of p of less than .05 were recycling (.70), bio-diversity (.69), water reused/recycled (.64) and land management (.57).

8.5.3 Spearman's *rho* (pilot study)

The above results are also aligned with Spearman's results with a significance of p less than .01 for energy consumption (.96), waste management and water usage at (.93), verge-side bulk rubbish collection at (.83), bio-diversity and recycling, both with (.78). With a significance of p less than .05 were water reused and recycled (.70), and land management (.60). As with the above results, all correlations between GRI and listed sustainability policies were positive.

8.6 GRI correlations to sustainability policies (main study)

Table 8.9

Correlations of GRI salience and stated sustainability policies (main study)

	Bio- Diversity	Food & Pollution control	Recycling	Verge-side bulk rubbish collection	Weekly rubbish collection	Waste management	Noise-control	Energy consumption	Water usage	Water reused/recycled	Direct greenhouse emissions	Indirect greenhouse emissions	Foreshore erosion	Land management
GRI	.67**	.64**	.65**	.57**	.60**	.63**	.64**	.63**	.59**	.64**	.67**	.64**	.39**	.62**
Kendall's Tau_b	.58**	.56**	.56**	.48**	.51**	.54**	.56**	.53**	.51**	.55**	.57**	.55**	.33**	.53**
Spearman's rho	.66**	.63**	.64**	.56**	.59**	.62**	.64**	.62**	.58**	.64**	.67**	.63**	.38**	.62**

$n = 168$; * $p < .05$; ** $p < .01$

8.6.1 GRI correlations to sustainability policies (main study)

Perhaps the first noticeable difference between the results of the pilot and main studies is that all the data results are shown to be significant with a p of less than .01. Again, all correlations are positive. Table 8.10 shows that in-line with previous results, foreshore erosion is the lowest correlation of the set with a level of (.39). Bio-diversity and direct greenhouse emissions scored highest with (.67). Recycling came next with (.65). Food and pollution control, noise control, water reused / recycled and indirect greenhouse emissions were next with (.64). Waste management and energy consumption both scored (.63). Land management was (.62), with weekly rubbish collection (.60), water usage (.59) and verge-side bulk rubbish collection (.57).

8.6.2 Kendall's *Tau_b* (main study)

Again, all the data results for Kendall's *Tau_b* were both positive and significant to a p of less than .01. Foreshore erosion again scored lowest with a result of (.33). In order of score, bio-diversity scored (.58), with direct greenhouse emissions (.57), food and pollution control, recycling and noise control each with (.56), water reused/recycled and indirect greenhouse gasses each with (.55), energy consumption and land management (.53), waste management (.54), weekly rubbish collection and water usage (.51), and verge-side rubbish collection (.48).

8.6.3 Spearman's *rho* (main study)

Spearman's *rho* results for the main study show that all the sustainability policies have positive correlations with GRI. Once more, all the results were significant to a *p* of less than .01. Yet again the lowest result was foreshore erosion (.38). The highest was direct greenhouse emissions at (.67), bio-diversity (.66), recycling, noise control and water reused/recycled were each (.64), food and pollution control and indirect greenhouse emissions scored (.63), water management, energy consumption and land management were (.62), weekly rubbish collection (.59), water usage (.58) and verge-side bulk rubbish collection (.56).

8.7 Comments page of questionnaire

As with the pilot study, the last page of the questionnaire offered respondents an opportunity to make comments and request a summary of the study results. For the main study there were less than 5% comments and these had no relevance to the study. Those requesting a summary of the study numbered 82 (49%), which proved that the back (last) page of the questionnaire had not been ignored or overlooked, as each respondent had to take the time to write down their contact details in the space provided.

8.8 Summary

Chapter 8 investigates the data support for hypotheses four, five and six of the study. Using correlations, regression analysis, Spearman's *rho* and Kendall's *Tau_b*, the stated hypotheses are substantiated. The hypotheses are:

H^4 = The larger the local government is, the more responsive it is to stakeholder sustainability policy choice.

H^5 = Urban local governments are more responsive to stakeholder sustainability policy choices than rural local governments.

H^6 = GRI influences the sustainability policy choices of local governments in Australia.

Chapter nine shows the conclusions of the study and outlines further research options in line with this study. It also discusses the contribution this thesis has made to research on local government sustainability policies in Australia.

CHAPTER 9

CONCLUSIONS

9.1 Review of thesis questions and hypotheses

This study discussed the influence of various stakeholders on the sustainability policies of local government Australia-wide.

The motivation of this study and its significance are outlined in chapter 1. This chapter comments on society's concerns with regard to the current environment, and purposeful moves towards a more educated approach to sustainability through government, business and society. The fact that local government is not currently recognised in the Australian constitution is highlighted, and attempts by the Australian Local Government Association (ALGA) to vigorously contest this oversight are described. The Australian House of Representatives, prior to the set election date in 2013, will decide whether a referendum for the recognition of local government in the Australian constitution succeeds or even takes place. Chapter one also states the research questions and discusses the structure of the thesis. The four questions for this study are:

1. What influence do stakeholders have on the policy choices of local government in Australia?
2. Does stakeholder influence on sustainability policy choices of local government vary between local governments in Australia?
3. Which stakeholders influence the sustainability policy choices of local government in Australia?
4. What influence does GRI, as an independent stakeholder, have on the sustainability policy choices of local government in Australia?

Chapter 2 reviews the existing literature in this area of study. It defines and then identifies the constructs of the thesis title, including policy, policies and policy makers. Stakeholder theory is also defined and discussed, and the research on stakeholder theory is used to identify the various divisions and groupings of stakeholders. Two branches of stakeholder theory are evident viz., ethical (moral), which states that all stakeholders are seen to be and will be treated equally; and the management branch, upon which this study is based, and considers that all stakeholders are not perceived to be equal and are consequently treated differently.

This study confirms that different stakeholders enjoy different levels of salience (influence) with regard to sustainability policies of local government in Australia. Sustainability studies of local governments in Australia and world-wide are reviewed and there is discussion about local government interaction with society and in turn, the expectations of society. Chapter 2 defines and reviews Global Reporting Initiatives (GRI) and its adoption by the private and public sectors. GRI is relatively new to private business and local government and is a voluntary disclosure of outcomes for both for sustainability purposes.

Chapter three describes the theoretical framework of the thesis and the hypotheses integral to this study. The model for the study is identified as being based on the study by Mitchell, Agle and Wood (1997), as it was their 1997 study and 1999 follow-up study, which suggested that stakeholders' level of influence was the composite result of perceived levels of power, legitimacy, urgency, and salience.

Six hypotheses were proposed. They are:

H¹ = Stakeholder salience will be low where only one of the stakeholder attributes of power, legitimacy, and urgency, is perceived to be present.

H² = Stakeholder salience will be moderate where only two of the stakeholder attributes of power, legitimacy, and urgency, are perceived to be present.

H³ = Stakeholder salience will be high where all three stakeholder attributes of power, legitimacy, and urgency, are perceived to be present.

H⁴ = The larger the local government is, the more responsive it is to stakeholder sustainability choice.

H⁵ = Metropolitan local governments are more responsive to stakeholder sustainability policy requirements than rural governments.

H⁶ = GRI influences the sustainability policy choices of local government in Australia.

In addition, chapter three outlines the basic structure of the questionnaire used in the study and explains the four sections comprised in the questionnaire. Section 1 gathered general information on the councils such as: position title of the respondent, type of local government (rural/urban), official government classification, number of elected councillors, and location (state/territory). Section 2 reviewed CEO perceptions on the importance of fourteen listed sustainability policy disclosures. Section 3 dealt with the perception of respondent CEOs on the levels of salience accorded to the nine stakeholders through stated values of power,

legitimacy and urgency. Section 4 investigated the CEOs perception of stakeholder influence on fourteen sustainability policies adopted by local government. Section 5 requested respondent comments and allowed the respondents to request a summary of the final results of the research.

Chapter 4 shows the methodology used to evaluate the thesis. Firstly it discusses the pre-testing of earlier versions of the final questionnaire and academic peer evaluation of the on-going questionnaires. The limitations of postal questionnaire data retrieval are covered, including issues such as response rates, which tend to be notoriously low at 14%, as well as the respective timeframes, the need for adequate address details and the frequent requirement to purchase a mailing list. It is also acknowledged that many people dislike unsolicited mail surveys even more than they dislike normal unsolicited mail. For this research, the pilot study and the main study returned a response rate of 33% and around 32% respectively.

Research was also undertaken to evaluate the impact of questionnaire length on response rates, as were issues of language, cognition and cultural influence. This research investigated whether respondents understood the questions as they were intended, or whether their perceptions were coloured by the abovementioned factors. Earlier research on postal surveys revealed that the use of postage stamps as opposed to pre-printed postal allowances may influence response rates, even to the point of using multiple small-value stamps rather than a single large-value stamp. Stamps were used for the pilot-study and reply envelopes, whilst pre-printed envelopes were used for the mail-out and replies for the main study. As mentioned previously, the response rate for both was almost the same.

Chapter four explains the various options of data retrieval, such as face-to-face interviews, telephone interviews and postal questionnaires. Postal questionnaires were chosen for the study due to higher costs for travel, accommodation and time for other methods.

Chapter five outlines the rationale for a pilot study and then goes on to discuss other research in this area and how the sample size was determined. The pilot study size of 27 questionnaires was established mathematically, and questionnaires were sent out in anticipation of a typical mail response rate of around 14%. Although not all potential respondents replied, there was nevertheless a return rate of 33.3% for this study, which was far above the percentages proposed by previous research into pilot studies. Chapter 5 also provides a discussion about the construct of the questionnaire including early distribution to

private individuals to test understanding and interpretation of the questions. As a result of these tests and feedback from academic peers and supervisors, two sections relating to attitudinal aspects of the respondents were removed, as they were considered to constitute a separate study in their own right.

Chapter 5 also gives a preliminary evaluation of the data retrieved. The main study excluded those councils targeted in the pilot study, therefore from a total population of 558 ALGA listed councils, 531 were utilised for the main study. Two separate mail-outs were undertaken and 168 main-study questionnaires were returned, representing an unprecedented 31.6% response rate. Table 5.1 shows the numerical response rate and percentage response rate of the whole study from each state and territory. The first mail-out of the main study took place on Friday 2nd July 2010. After identifying 49 council responses by their post-marks and requests for the results, a second mail-out was undertaken to the remaining 482 councils on Monday 9th August 2010. The combined number of questionnaires from both the main-study mail-outs was 168, with the last response received on 1st October 2010.

Chapter 6 commences with an evaluation of the descriptive results for the pilot-study. Table 6.1 shows the title of the respondent, whether the council was rural or urban, the official government classification, the number of elected councillors and the location of the council, all on a state by state/territory basis. This chapter also investigates section 2 of the questionnaire, the CEOs perceptions of the fourteen listed sustainability policies. The results appear in Table 6.2. Section 3 of the pilot study investigated the CEOs perceptions of the levels of power, legitimacy, urgency and salience of the listed stakeholders and the results of means and subsequent rankings are shown in tables 6.3 and 6.4. Means and standard deviation results in tables 6.5 and 6.6, and correlation coefficient analysis in tables 6.7 and 6.10 positively support the first three hypotheses of the study. As a confidence measure, the results of tests of normality using Kolmogorov-Smirnov, Shapiro –Wilk, Skewness, Kurtosis and Z-tests are illustrated in tables 6.8 and 6.9 which support the results already obtained. As with the listed stakeholders and sustainability policies, an allowance was made for additions. In the pilot study no stakeholders were added, no additional sustainability policies were added and no comments were made at the end of the questionnaire.

Chapter 7 deals with the data retrieved from the main study mail-outs. Table 7.1 shows the state-to-state/territory distribution of results from section 1 of the questionnaire dealing with; title of the respondent, whether the council is urban or rural, the official government

classification, the number of elected councillors and the council location. Table 7.3 shows the numerical response rate and percentage response rate from each state/territory. Table 7.4 shows the numerical and percentage response rates to mail-outs 1 and 2. CEO perceptions of sustainability policies are shown in tables 7.4 – 7.7; CEOs perceptions of the power, legitimacy, urgency and salience are shown in table 7.8, and a subsequent ranking of those stakeholders is shown in table 7.9.

The first three hypotheses of the study were again positively supported through the application of means and standard deviations in table 7.9. In addition, coefficient correlations supported the findings in table 7.10, as did the same tests of normality for the pilot-study, in tables 7.11 and 7.12.

Chapter 8 utilises correlations, regression analysis, Spearman's *rho*, and Kendall's *Tau_b* to test hypotheses 4, 5, and 6 against the retrieved questionnaire data. Tables 8.1 to 8.10 show the results, which lend positive support to hypotheses 4-6.

9.2 Main findings

9.2.1 Response rate of the study

Chapter 5 shows the response rates to the mailed questionnaires for the study. There was a response rate of 33.3% for the pilot study and 31.7% for the main study which was extremely satisfying, as it is generally accepted that a normal response rate for mailed questionnaires is usually in the region of around 14% (as was the case in the seminal studies upon which this study is based).

Percentage response rates from the states/territories who replied to the pilot study were 14.82 for NSW, 7.41 for QLD and SA, and 3.70 for NT. There were no responses to the pilot study from TAS, WA and VIC. Chapter 7 shows that the main study generated a percentage response rate of 31.00 for NSW, 20.80 for WA, 16.10 for QLD, 15.50 for VIC, 8.90 for SA, 6.50 for TAS and 0.60 for NT.

9.2.2 Stakeholder salience

Chapter 6 uses means, standard deviations and correlation coefficient analyses to substantiate the first three hypotheses of the study.

H^1 = Stakeholder salience will be low where only one of the stakeholder attributes of power, legitimacy and urgency, is perceived to be present.

H^2 = Stakeholder salience will be moderate where only two of the stakeholder attributes of power, legitimacy and urgency, are perceived to be present.

H^3 = Stakeholder salience will be high where all three of the stakeholder attributes of power, legitimacy and urgency, are perceived to be present.

The results from both the pilot study and the main study support the initial statement that the stakeholder attributes of power, legitimacy and urgency indicate the level of salience of a particular stakeholder. Even when stakeholders share a salience value, the mix of that value is usually different, resulting in influence derived from varying permutations. The initial pre-study statement by Agle, Mitchell and Wood (1997, p. 508) who suggested that “stakeholder salience is positively related to the cumulative number of the three variable attributes, power, legitimacy and urgency, that are perceived by managers to be present” is clearly substantiated by the results of this study. Table 9.1 shows the ranking of stakeholders from the pilot study and the main study based on the perceived salience of those stakeholders by the respondent CEOs.

Table 9.1
Ranking of stakeholder salience values

Pilot Study Ranking	Main Study Ranking	Stakeholder
1	1	Elected councillors
2	2	Government
3	3	Council employees
4	4	Local community groups
5	5	Mass media
6	6	Civic associations
6	7	Activist groups
7	7	Peripheral councils
8	8	Global Reporting Initiatives.

In order of importance, the CEOs perceptions of the policies ranked as waste management, recycling, weekly rubbish collection, water usage, water re-used/recycled, energy consumption, land management, food pollution and control, verge-side rubbish collection, greenhouse emissions, noise control, bio-diversity, foreshore erosion and lastly, indirect

greenhouse emissions. Proportionate support for each of the sustainability policies is shown in table 9.2.

Through the use of means and standard deviations and correlation coefficient analysis, chapter 7 also supports the first three hypotheses of the study:

H^1 = Stakeholder salience will be low where only one of the stakeholder attributes of power, legitimacy, and urgency, is perceived to be present.

H^2 = Stakeholder salience will be moderate where only two of the stakeholder attributes of power, legitimacy, and urgency, are perceived to be present.

H^3 = Stakeholder salience will be high where all three stakeholder attributes of power, legitimacy, and urgency, are perceived to be present.

Table 9.2
Proportional support of sustainability policies

Ranking	Sustainability policy	Number	Percentage
1	Waste management	144	85.71
2	Recycling	127	75.60
3	Weekly rubbish collection	115	68.45
4	Water usage	113	67.26
5	Water re-used/recycled	106	63.10
6	Energy consumption	98	58.33
7	Land management	88	52.38
8	Food pollution and control	85	50.60
9	Verge-side bulk rubbish	80	47.62
10	Direct greenhouse emissions	80	47.46
11	Noise control	48	47.50
12	Bio-diversity	74	44.00
13	Foreshore erosion	45	26.79
14	Indirect greenhouse emissions	43	25.60

9.2.3 Salience, government classifications and sustainability policies

Chapter 8 begins with an evaluation of the levels of stakeholder salience in both the pilot study and the main study through the application of regression analysis. The statistical results are shown in tables 8.1 and 8.2 respectively. The multiple regression equation used to

examine the relationship between the stakeholder salience and power, legitimacy and urgency, took the following format:

$$Y = b_1x_1 + b_2x_2 + b_3x_3 + R$$

Where:

Y = Stakeholder salience

x_1 = Power

b_1 = Regression weight for x_1

x_2 = Legitimacy

b_2 = Regression weight for x_2

x_3 = Urgency

b_3 = Regression weight for x_3

R = Residual

For the pilot study, the results from table 8.1 show that for council employees, elected councillors, local community groups, civic associations, mass media and peripheral councils, urgency was the prominent attribute of salience. Legitimacy was the most important aspect of salience for government and Global Reporting Initiatives, whilst for activist groups, power was most important. Council employees, local community groups, activist groups, civic associations and peripheral councils listed legitimacy as their second most important attribute of salience valuation. For elected councillors, government, mass media and GRI, power was the second most important attribute, whilst for council employees, local community groups, civic associations and peripheral councils, power was the least important. The least important attribute of salience for elected councillors and mass media was legitimacy. Taking into account the small sample size of the pilot study, the supporting statistics used (table 8.1) support the base assumption that salience is positive in relation to the cumulative results of power, legitimacy and urgency.

Using the same statistical approach, the main study shows similar results. For council employees, elected councillors, government, mass media and GRI, the most important attribute of salience was urgency. Legitimacy was the most important attribute for local community groups, activist groups and civic associations, with power the most important for peripheral councils. The second most important salience attribute for council employees, elected councillors, government, mass media, peripheral councils and GRI, was legitimacy.

Urgency was the second most important attribute for local community groups, activist groups and civic associations. Power was the third most important attribute for all stakeholders, except peripheral councils who considered urgency to be the third most important.

As with the pilot study results, the main study results are unlikely to have been obtained by chance, and consequently also support the assumption that salience is positive in relation to the cumulative results of power, legitimacy and urgency.

Chapter 8 also investigates the respondent data to identify support for hypothesis four of the study:

H^4 = The larger the local government is, the more responsive it is to stakeholder sustainability choice.

The table of twenty two government classifications uses size and location to identify all local governments in Australia (table 5.2). Chapter 8 illustrates the results shown in table 9.3.

Table 9.3
Local government support (by category banding) of sustainability policies

Band 1	Sum A, SA	Band 2	Sum A, SA	Band 3	Sum A, SA	Band 4	Sum A, SA	Band 5	Sum A, SA	Totals
UCC	42	URS	128	UFS	13	RSG	6	RTS	10	199
UDV	45	URV	23	UFV	40	RAV	88	RTL	29	225
	87		151		53		94		39	424

Chapter 8 reports that of a potential A/SA combination of 280 responses, large government had a response rate of 225 or 80.4%, compared with small government's response rate of 199 or 71.1%. Although the overall results support a hypothesis of larger councils being more proactive in support of sustainability policies, there is an inverted result in band two, which ranges from URS to URV categories. This does not change the end result of the evaluation but illustrates issues of response rates from various councils to the questionnaire. In this band there is a disproportionate response of small councils and a dearth of replies from large councils. Consequently we can consider that hypothesis 4 is generally supported by the results of the study.

9.2.4 Government location

Chapter 8 also reviews the data to evaluate support for hypothesis 5 of the study:

H^5 = Metropolitan local governments are more responsive to stakeholder sustainability policy requirements than rural governments.

In this study the words “metropolitan” and “urban” are considered to be interchangeable. Both tables 8.6 (pilot) and 8.7 (main) evaluate urban versus rural council sustainability policy support. A summation of chapter 8 results for hypothesis five is shown in table 9.4. Overall, the results support hypothesis five in both the pilot study and the main study.

Table 9.4
Local government responsiveness to sustainability policy requirements

	Pilot study		Main study	
	Possible responses	Percentage	Possible responses	Percentage
Urban	41	74.55	697	62.91
Rural	14	25.45	411	37.09

9.2.5 Global Reporting Initiatives

Chapter 8 also reviews the collected data relevant to the final hypothesis of the study, hypothesis six:

H^6 = GRI influences the sustainability policy choices of local government in Australia.

Correlation coefficient analysis, Spearman’s *rho*, and Kendall’s *Tau_b* were used to evaluate hypothesis six of the study. Anecdotal evidence from the author shows that initial searches of archived, early council reports from the late 1960s and early 1970s reveal some dubious presentations which would not survive contemporary scrutiny. In addition, it was extremely difficult to find any reference to topics of sustainability. Coupled with the fact that GRI is a voluntary activity for both private and public entities, it is surprising how readily it has been adopted by both sectors. Tables 8.9 and 8.10 show that the data collected from the questionnaire supports hypothesis six.

9.2.6 Research questions

All four research questions were answered throughout the study.

1. What influence do stakeholders have on the policy choices of local government in Australia?
2. Does stakeholder influence on sustainability policy choices of local government vary between local governments in Australia?
3. Which stakeholders influence the sustainability policy choices of local government in Australia?
4. What influence does GRI, as an independent stakeholder, have on the sustainability policy choices of local government in Australia?

The results of the investigation of salience levels show that for question one, stakeholders do have an influence on sustainability policy choices of local government in Australia. In answer to question 2, chapters six, seven and eight also show that stakeholder influence on sustainability policy choices of local government in Australia does vary. The same chapters also identify which stakeholders influence the sustainability policy choices of local government in Australia, thereby answering question three. The findings also indicate that GRI does have an increasing influence on the sustainability policy choices of local government in Australia, which addresses question four. In summary, all four study questions and all six hypotheses were positively answered.

9.3 Thesis contribution

The results from this thesis contribute positively to existing research into local government in Australia. It is a rare investigation in that it identifies who the stakeholders of local government in Australia are, and from the perspective of CEOs, ranks the importance (salience) of those stakeholders to the many local governments across the whole of Australia.

The CEO perceptions of Local Australian governments also explain which stakeholders are important in the selection of sustainability policies for their local governments. This study clearly shows which sustainability policies are perceived to be important by CEOs for inclusion in annual report disclosure. It also shows which stakeholders are perceived to be

influential in the adoption, or support, of the sustainability policy choices of local governments across Australia.

In addition, the study is one of the first to consider the impact of Global Reporting Initiatives on the perception of local government CEOs in their choice of sustainability policies. Local governments should find this study useful for benchmarking and evaluating their current views of stakeholders and the sustainability policies they currently or potentially embrace.

9.4 Lessons learned from the study

Lessons learned include a realisation of the diversity of local government at this point in time. As stated in the abstract, local government is not homogenous, and future studies will no doubt investigate the importance and consequence of heterogeneous local government in Australia and around the world. The response rates of smaller local government were often faster than larger councils. While earlier studies concentrated on the local government CEO as the spokesperson for overall contact and discussion, this study accommodated alternative titles such as general manager. The responses showed a new range of qualified respondents representing specially constructed departments to deal with the environment and sustainability.

9.5 What made the study interesting

What made the study interesting was the eagerness of local government to participate. From the early telephone communications through to the final questionnaire responses, all requests were treated positively. The unusually high response rate for the mailed questionnaire was surprising, as was the number of local councils who were unaware of their official government classification, and the fact that government was not viewed as a primary stakeholder.

9.6 Who will find this study interesting?

This study is an important stepping stone to cementing the place and function of local government in Australia and around the world. It has taken a different approach from the usual viewpoint of legitimacy, and the potential exists for further studies based on psychological drivers to produce a three-dimensional evaluation of local government operations.

Local and central governments may well be surprised by some of the findings of this study and may find them useful for future formulation of local government strategy.

9.7 Limitations of the study

The results of the study are subject to the limitations of mail survey research. The instrument adopted single-item constructs for complex concepts of stakeholder attributes of power, legitimacy, urgency and salience and consequently, construct validity and reliability tests could not be applied. Single-item measures are unlikely to capture the full range of the meaning of these concepts. There is also a potential problem with the responses having been influenced by the wording used. Furthermore, the data collected for the measures of stakeholder attributes and stakeholder salience were based on the perceptions of respondents. Such survey data can have systematic errors arising from the respondents' tendency to "partition," to avoid using the full range of rating scales, to acquiesce by providing the expected "right" answer, and to suffer from fatigue when completing the questionnaire.

Another limitation of this study was its reliance on questionnaire data, which means that the results can be subjected by a form of common method variance. This is defined as overlapping variability due to the way in which data is collected. It is also referred to as single-source bias, which arises when overlapping variability occurs as a result of collecting data from a single source. Such overlapping variability can occur when the respondent has difficulty distinguishing multiple attributes of the same object. Although a questionnaire is an efficient method for cognitive processing, it can produce less accurate variability in the data when it comes to respondents' forming perceptions.

Finally, the study is limited in scope by its model specifications. Concepts drawn from other theories could potentially have been included in the model specifications. For example, if a legitimacy theory perspective is added to the model, sustainability policy disclosure choice could be affected by local governments' posturing strategies, incident response or political cost considerations.

9.8 Future research

This study focussed on stakeholder influence on the choice of sustainability policies of local government in Australia at a particular point in time. The following recommendations are made for future research in this area:

1. The results of this study are based on the perception of CEOs who responded to the questionnaire. Further evaluation and refinement of the CEOs perceptions could be undertaken through the inclusion of questions based on the research of people such as Rockeach (1980) and Auperle (1984) to ascertain the “type” of person the respondent is, and would add an individual dimension to determine whether the respondent is self-serving or not.
2. This study commented on the “shrinkage” of local government through voluntary or forced amalgamations. Further research could review changes in stakeholder mix and/or influence as a result of this shrinkage. It also draws attention to some fundamental questions facing local government. For example, local government as the third tier of government is most interactive with society at a day-to-day level, yet is not recognised as such by the Australian constitution. It will be interesting to see whether an ALGA request for a referendum question on inclusion in the Australian constitution will support or strengthen the sustainability of local government, or triggers further debate about the feasibility of fewer levels of government.
3. One of the policies of the study was related to foreshore erosion. Further research might extend this to include river frontage or all and any natural springs, as well as issues of silting.
4. A longitudinal study of the shrinkage and resultant efficiencies of local government through amalgamation provides an opportunity for further research, to determine cost savings for councils and residents, and the financial sustainability of councils.
5. It would be interesting to see a longitudinal study of one state/territory (at a time) to evaluate changes in perceived salience attributes.

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APPENDIX A

LOCAL GOVERNMENT DETAILS

COUNCIL	POSTAL ADDRESS	CITY	STATE	P/CODE	PHONE	FAX	EMAIL
Albury City Council	PO Box 323	ALBURY	NSW	2640	02 6023 8111	02 6023 8190	records@alburycity.nsw.gov.au
Armidale Dumaresq Council	PO Box 75A	ARMIDALE	NSW	2350	02 6770 3600	02 6772 9275	council@armidale.nsw.gov.au
Auburn Council	PO Box 118	AUBURN	NSW	1835	02 9735 1222	02 9643 1120	auburncouncil@auburn.nsw.gov.au
Ballina Shire Council	PO Box 450	BALLINA	NSW	2478	02 6686 4444	02 6686 7035	council@ballina.nsw.gov.au
Balranald Shire Council	PO Box 120	BALRANALD	NSW	2715	03 5020 1300	03 5020 1620	council@balranald.nsw.gov.au
Bankstown City Council	PO Box 8	BANKSTOWN	NSW	1885	02 9707 9400	02 9707 9495	council@bankstown.nsw.gov.au
Bathurst Regional Council	PMB 17	BATHURST	NSW	2795	02 6333 6111	02 6331 7211	council@bathurst.nsw.gov.au
Bega Valley Shire Council	PO Box 492	BEGA	NSW	2550	02 6499 2222	02 6499 2200	council@begavalley.nsw.gov.au
Bellingen Shire Council	PO Box 117	BELLINGEN	NSW	2454	02 6655 7300	02 6655 2310	council@bellingen.nsw.gov.au
Berrigan Shire Council	PO Box 137	BERRIGAN	NSW	2712	03 5888 5100	03 5885 2092	mail@berriganshire.nsw.gov.au
Blacktown City Council	PO Box 63	BLACKTOWN	NSW	2148	02 9839 6000	02 9831 1961	council@blacktown.nsw.gov.au
Bland Shire Council	PO Box 21	WEST WYALONG	NSW	2671	02 6972 2266	02 6972 2145	council@blandshire.nsw.gov.au
Blayney Shire Council	PO Box 62	BLAYNEY	NSW	2799	02 6368 2104	02 6368 3290	council@blayney.nsw.gov.au
Blue Mountains City Council	Locked Bag 1005	KATOOMBA	NSW	2780	02 4780 5000	02 4780 5555	council@bmcc.nsw.gov.au
Bogan Shire Council	PO Box 221	NYNGAN	NSW	2825	02 6831 1100	02 6831 1111	admin@boganshire.com
Bombala Council	PO Box 105	BOMBALA	NSW	2632	02 6458 3555	02 6458 3777	council@bombala.nsw.gov.au
Boorowa Council	PO Box 96	BOOROWA	NSW	2586	02 6385 3303	02 6385 3562	council@boorowa.nsw.gov.au
Bourke Shire Council	PO Box 21	BOURKE	NSW	2840	02 6872 2055	02 6872 3030	bourkeshire@bourke.nsw.gov.au
Brewarrina Shire Council	PO Box 125	BREWARRINA	NSW	2839	02 6839 2106	02 6839 2100	breshire@brewarrina.nsw.gov.au
Broken Hill City Council	PO Box 448	BROKEN HILL	NSW	2880	08 8080 2222	08 8088 1702	council@brokenhill.nsw.gov.au
Burwood Council	PO Box 240	BURWOOD	NSW	1805	02 9911 9911	02 9911 9900	council@burwood.nsw.gov.au
Byron Shire Council	PO Box 219	MULLUMBIMBY	NSW	2482	02 6626 7000	02 6684 3018	council@byron.nsw.gov.au
Cabonne Shire Council	PO Box 17	MOLONG	NSW	2866	02 6392 3200	02 6392 3260	council@cabonne.nsw.gov.au
Camden Council	PO Box 183	CAMDEN	NSW	2570	02 4654 7777	02 4654 7829	mail@camden.nsw.gov.au

Campbelltown City Council	PO Box 57	CAMPBELLTOWN	NSW	2560	02 4645 4000	02 4645 4111	council@campbelltown.nsw.gov.au
Canterbury City Council	PO Box 77	CAMPSIE	NSW	2194	02 9789 9300	02 9789 1542	council@canterbury.nsw.gov.au
Carrathool Shire Council	PO Box 12	GOOLGOWI	NSW	2652	02 6965 1306	02 6965 1379	council@carrathool.nsw.gov.au
Central Darling Shire Council	PO Box 165	WILCANNIA	NSW	2836	08 8083 8900	08 8091 5994	council@centraldarling.nsw.gov.au
Cessnock City Council	PO Box 152	CESSNOCK	NSW	2325	02 4993 4100	02 4993 2500	council@cessnock.nsw.gov.au
City of Canada Bay Council	Locked Bag 1470	DRUMMOYNE	NSW	1470	02 9911 6555	02 9911 6550	council@canadabay.nsw.gov.au
City of Lithgow Council	PO Box 19	LITHGOW	NSW	2790	02 6354 9999	02 6351 4259	council@lithgow.nsw.gov.au
Clarence Valley Council	Locked Bag 23	GRAFTON	NSW	2460	02 6643 0200	02 6642 7647	council@clarence.nsw.gov.au
Cobar Shire Council	PO Box 223	COBAR	NSW	2835	02 6836 5888	02 6836 5889	mail@cobar.nsw.gov.au
Coffs Harbour City Council	Locked Bag 155	COFFS HARBOUR	NSW	2450	02 6648 4000	02 6648 4199	coffs.council@chcc.nsw.gov.au
Conargo Shire Council	PO Box 56	DENILIQUIN	NSW	2710	03 5881 2044	03 5881 2568	info@conargo.nsw.gov.au
Coolamon Shire Council	PO Box 101	COOLAMON	NSW	2701	02 6927 3206	02 6927 3168	council@coolamon.nsw.gov.au
Cooma-Monaro Shire Council	PO Box 714	COOMA	NSW	2630	02 6450 1777	02 6450 1799	council@cooma.nsw.gov.au
Coonamble Shire Council	PO Box 249	COONAMBLE	NSW	2829	02 6827 1900	02 6822 1626	council@coonambleshire.nsw.gov.au
Cootamundra Shire Council	PO Box 420	COOTAMUNDRA	NSW	2590	02 6940 2100	02 6940 2127	mail@cootamundra.nsw.gov.au
Corowa Shire Council	PO Box 77	COROWA	NSW	2646	02 6033 8999	02 6033 3317	council@corowa.nsw.gov.au
Council of the City of Sydney	GPO Box 1591	SYDNEY	NSW	2001	02 9265 9333	02 9265 9222	council@cityofsydney.nsw.gov.au
Cowra Shire Council	Private Bag 342	COWRA	NSW	2794	02 6340 2000	02 6340 2011	council@cowra.nsw.gov.au
Deniliquin Council	PO Box 270	DENILIQUIN	NSW	2710	03 5898 3000	03 5898 3029	council@deniliquin.nsw.gov.au
Dubbo City Council	PO Box 81	DUBBO	NSW	2830	02 6801 4000	02 6801 4259	dcc@dubbo.nsw.gov.au
Dungog Shire Council	PO Box 95	DUNGOG	NSW	2420	02 4992 1224	02 4992 2044	shirecouncil@dungog.nsw.gov.au
Eurobodalla Shire Council	PO Box 99	MORUYA	NSW	2537	02 4474 1000	02 4474 1234	council@eurocoast.nsw.gov.au
Fairfield City Council	PO Box 21	FAIRFIELD	NSW	1860	02 9725 0222	02 9725 4249	mail@fairfieldcity.nsw.gov.au
Forbes Shire Council	PO Box 333	FORBES	NSW	2871	02 6850 1300	02 6852 4170	forbes@forbes.nsw.gov.au
Gilgandra Shire Council	PO Box 23	GILGANDRA	NSW	2827	02 6847 2709	02 6847 2521	council@gilgandra.nsw.gov.au
Glen Innes Severn Council	PO Box 61	GLEN INNES	NSW	2370	02 6730 2300	02 6732 3764	council@gisc.nsw.gov.au
Gloucester Shire Council	PO Box 11	GLOUCESTER	NSW	2422	02 6538 5250	02 6558 2343	council@gloucester.nsw.gov.au
Gosford City Council	PO Box 21	GOSFORD	NSW	2250	02 4325 8222	02 4323 2477	goscity@gosford.nsw.gov.au

Goulburn Mulwaree Council	Locked Bag 22	GOULBURN	NSW	2580	02 4823 4444	02 4823 4456	council@goulburn.nsw.gov.au
Great Lakes Council	PO Box 450	FORSTER	NSW	2428	02 6591 7222	02 6591 7200	council@greatlakes.nsw.gov.au
Greater Hume Shire Council	PO Box 99	HOLBROOK	NSW	2644	02 6036 0100	02 6036 2683	mail@greaterhume.nsw.gov.au
Greater Taree City Council	PO Box 482	TAREE	NSW	2430	02 6592 5399	02 6592 5311	gtaree@gtcc.nsw.gov.au
Griffith City Council	PO Box 485	GRIFFITH	NSW	2680	02 6962 8100	02 6962 7161	admin@griffith.nsw.gov.au
Gundagai Shire Council	PO Box 34	GUNDAGAI	NSW	2722	02 6944 0200	02 6944 1475	mail@gundagai.nsw.gov.au
Gunnedah Shire Council	PO Box 63	GUNNEDAH	NSW	2380	02 6740 2100	02 6740 2119	council@infogunnedah.com.au
Guyra Shire Council	PO Box 207	GUYRA	NSW	2365	02 6779 1577	02 6779 1221	council@guyra.nsw.gov.au
Gwydir Shire Council	Locked Bag 5	BINGARA	NSW	2404	02 6724 2000	02 6724 1771	mail@gwydir.nsw.gov.au
Harden Shire Council	PO Box 110	HARDEN	NSW	2587	02 6386 2305	02 6386 2083	council@harden.nsw.gov.au
Hawkesbury City Council	PO Box 146	WINDSOR	NSW	2756	02 4560 4444	02 4560 4400	council@hawkesbury.nsw.gov.au
Hay Shire Council	PO Box 141	HAY	NSW	2711	02 6993 1003	02 6993 1288	mail@hay.nsw.gov.au
Holroyd City Council	PO Box 42	MERRYLANDS	NSW	2160	02 9840 9840	02 9840 9734	hcc@holroyd.nsw.gov.au
Hurstville City Council	PO Box 205	HURSTVILLE BC	NSW	1481	02 9330 6222	02 9330 6223	hccmail@hurstville.nsw.gov.au
Inverell Shire Council	PO Box 138	INVERELL	NSW	2360	02 6728 8288	02 6728 8277	council@inverell.nsw.gov.au
Jerilderie Shire Council	PO Box 96	JERILDERIE	NSW	2716	03 5886 1200	03 5886 1701	mail@jerilderie.nsw.gov.au
Junee Shire Council	PO Box 93	JUNEE	NSW	2663	02 6924 8100	02 6924 2497	jsc@junee.nsw.gov.au
Kempsey Shire Council	PO Box 78	WEST KEMPSEY	NSW	2440	02 6566 3200	02 6566 3205	ksc@kempsey.nsw.gov.au
City of Kogarah	Locked Bag 8	KOGARAH	NSW	2217	02 9330 9400	02 9330 9560	kmcmail@kogarah.nsw.gov.au
Ku-ring-gai Council	Locked Bag 1056	PYMBLE	NSW	2073	02 9424 0888	02 9424 0880	kmc@kmc.nsw.gov.au
Kyogle Council	PO Box 11	KYOGLE	NSW	2474	02 6632 1611	02 6632 2228	council@kyogle.nsw.gov.au
Lachlan Shire Council	PO Box 216	CONDOBOLIN	NSW	2877	02 6895 4444	02 6895 3478	council@lachlan.nsw.gov.au
Lake Macquarie City Council	Box 1906	HUNTER REG MAIL CTR	NSW	2310	02 4921 0333	02 4958 7257	council@lakemac.nsw.gov.au
Lane Cove Municipal Council	PO Box 20	LANE COVE	NSW	1595	02 9911 3555	02 9911 3600	lccouncil@lanecove.nsw.gov.au
Leeton Shire Council	23-25 Chelmsford Place	LEETON	NSW	2705	02 6953 2611	02 6953 3337	council@leeton.nsw.gov.au
Leichhardt Municipal Council	PO Box 45	LEICHHARDT	NSW	2040	02 9367 9222	02 9367 9111	leichhardt@lmc.nsw.gov.au
Lismore City Council	PO Box 23A	LISMORE	NSW	2480	02 6625 0500	02 6625 0400	council@lismore.nsw.gov.au
Liverpool City Council	Locked Bag 7064	LIVERPOOL BC	NSW	1871	02 9821 9222	02 9821 9333	lcc@liverpool.nsw.gov.au

Liverpool Plains Shire Council	PO Box 152	QUIRINDI	NSW	2343	02 6746 1755	02 6746 3255	lpssc@lpssc.nsw.gov.au
Lockhart Shire Council	PO Box 21	LOCKHART	NSW	2656	02 6920 5305	02 6920 5247	mail@lockhart.nsw.gov.au
Maitland City Council	PO Box 220	MAITLAND	NSW	2320	02 4934 9700	02 4933 3209	mcc@maitland.nsw.gov.au
Manly Council	PO Box 82	MANLY	NSW	1655	02 9976 1500	02 9976 1400	records@manlycouncil.nsw.gov.au
Marrickville Council	PO Box 14	PETERSHAM	NSW	2049	02 9335 2222	02 9335 2029	council@marrickville.nsw.gov.au
Mid-Western Regional Council	PO Box 156	MUDGEE	NSW	2850	02 6378 2850	02 6378 2815	council@mudgee.nsw.gov.au
Moree Plains Shire Council	PO Box 420	MOREE	NSW	2400	02 6757 3222	02 6752 3934	council@mpsc.nsw.gov.au
Mosman Municipal Council	PO Box 211	SPIT JUNCTION	NSW	2088	02 9978 4000	02 9978 4132	council@mosman.nsw.gov.au
Murray Shire Council	PO Box 21	MATHOURA	NSW	2710	03 5884 3302	03 5884 3417	admin@murray.nsw.gov.au
Murrumbidgee Shire Council	PO Box 5	DARLINGTON POINT	NSW	2706	02 6968 4166	02 6968 4252	mail@murrumbidgeeshire.com.au
Muswellbrook Shire Council	PO Box 122	MUSWELLBROO K	NSW	2333	02 6549 3700	02 6549 3701	council@muswellbrook.nsw.gov.au
Nambucca Shire Council	PO Box 177	MACKSVILLE	NSW	2447	02 6568 2555	02 6568 2201	council@nambucca.nsw.gov.au
Narrabri Shire Council	PO Box 261	NARRABRI	NSW	2390	02 6799 6866	02 6799 6888	council@narrabri.nsw.gov.au
Narrandera Shire Council	141 East Street	NARRANDERA	NSW	2700	02 6959 5510	02 6959 1884	council@narrandera.nsw.gov.au
Narromine Shire Council	PO Box 115	NARROMINE	NSW	2821	02 6889 9999	02 6889 9998	mail@narromine.nsw.gov.au
Newcastle City Council	PO Box 489	NEWCASTLE	NSW	2300	02 4974 2000	02 4974 2222	mail@ncc.nsw.gov.au
North Sydney Council	PO Box 12	NORTH SYDNEY	NSW	2059	02 9936 8100	02 9936 8177	council@northsydney.nsw.gov.au
Oberon Council	PO Box 84	OBERON	NSW	2787	02 6336 1100	02 6336 2061	council@oberon.nsw.gov.au
Orange City Council	PO Box 35	ORANGE	NSW	2800	02 6393 8000	02 6393 8199	council@orange.nsw.gov.au
Palerang Council	PO Box 348	BUNGENDORE	NSW	2621	1300 735 025	02 6238 1290	records@palerang.nsw.gov.au
Parkes Shire Council	PO Box 337	PARKES	NSW	2870	02 6861 2333	02 6862 3946	council@parkes.nsw.gov.au
Parramatta City Council	PO Box 32	PARRAMATTA	NSW	2124	02 9806 5000	02 9806 5917	council@parracity.nsw.gov.au
Penrith City Council	PO Box 60	PENRITH	NSW	2751	02 4732 7777	02 4732 7958	pencit@penrithcity.nsw.gov.au
Pittwater Council	PO Box 882	MONA VALE	NSW	1660	02 9970 1111	02 9970 7150	pittwater_council@pittwater.nsw.gov.au
Port Macquarie-Hastings Council	PO Box 84	PORT MACQUARIE	NSW	2444	02 6581 8111	02 6581 8123	council@pmhc.nsw.gov.au
Port Stephens Council	PO Box 42	RAYMOND TERRACE	NSW	2324	02 4980 0255	02 4987 3612	council@portstephens.nsw.gov.au
Queanbeyan City Council	PO Box 90	QUEANBEYAN	NSW	2620	02 6298 0211	02 6299 1343	council@qcc.nsw.gov.au

Randwick City Council	30 Frances Street	RANDWICK	NSW	2031	02 9399 0999	02 9319 1510	general.manager@randwick.nsw.gov.au
Richmond Valley Council	Locked Bag 10	CASINO	NSW	2470	02 6660 0300	02 6662 5198	council@richmondvalley.nsw.gov.au
Rockdale City Council	PO Box 21	ROCKDALE	NSW	2216	02 9562 1666	02 9562 1777	rcc@rockdale.nsw.gov.au
Ryde City Council	Locked Bag 2069	NORTH RYDE	NSW	1670	02 9952 8222	02 9952 8070	cityofryde@ryde.nsw.gov.au
Shellharbour City Council	PO Box 155	SHELLHARBOUR CITY CENTRE	NSW	2529	02 4221 6111	02 4221 6016	records@shellharbour.nsw.gov.au
Shoalhaven City Council	PO Box 42	NOWRA	NSW	2541	02 4429 3111	02 4422 1816	council@shoalhaven.nsw.gov.au
Singleton Shire Council	PO Box 314	SINGLETON	NSW	2330	02 6578 7290	02 6572 4197	ssc@singleton.nsw.gov.au
Snowy River Shire Council	PO Box 143	BERRIDALE	NSW	2628	02 6451 1195	02 6456 3337	records@snowyriver.nsw.gov.au
Strathfield Municipal Council	PO Box 120	STRATHFIELD	NSW	2135	02 9748 9999	02 9748 9901	council@strathfield.nsw.gov.au
Sutherland Shire Council	Locked Bag 17	SUTHERLAND	NSW	1499	02 9710 0333	02 9710 0265	ssc@ssc.nsw.gov.au
Tamworth Regional Council	PO Box 555	TAMWORTH	NSW	2340	02 6755 4555	02 67675499	trc@tamworth.nsw.gov.au
Temora Shire Council	PO Box 262	TEMORA	NSW	2666	02 6977 1099	02 6977 2996	temshire@temora.nsw.gov.au
Tenterfield Shire Council	PO Box 214	TENTERFIELD	NSW	2372	02 6736 1744	02 6736 2669	council@tenterfield.nsw.gov.au
The Council of the City of Botany Bay	PO Box 331	MASCOT	NSW	1460	02 9366 3666	02 9366 3777	council@botanybay.nsw.gov.au
The Council of the Municipality of Ashfield	PO Box 1145	ASHFIELD	NSW	1800	02 9716 1800	02 9716 1911	ashcncl@ashfield.nsw.gov.au
The Council of the Municipality of Hunters Hill	PO Box 21	HUNTERS HILL	NSW	2110	02 9879 9400	02 9809 7338	council@huntershill.nsw.gov.au
The Council of the Municipality of Kiama	PO Box 75	KIAMA	NSW	2533	02 4232 0444	02 4232 0555	council@kiama.nsw.gov.au
The Council of the Shire of Hornsby	PO Box 37	HORNSBY	NSW	1630	02 9847 6666	02 9847 6999	hsc@hornsby.nsw.gov.au
The Council of the Shire of Wakool	Private Bag 40	MOULAMEIN	NSW	2733	03 5887 5007	03 5887 5103	mail@wakool.nsw.gov.au
The Hills Shire Council	PO Box 75	CASTLE HILL	NSW	1765	02 9843 0555	02 9843 0409	baulk@bhsc.nsw.gov.au
Tumbarumba Shire Council	PO Box 61	TUMBARUMBA	NSW	2653	02 6948 9100	02 6948 2865	mail@tumbashire.nsw.gov.au
Tumut Shire Council	76 Capper Street	TUMUT	NSW	2720	02 6941 2555	02 6941 2678	admin@tumut.nsw.gov.au
Tweed Shire Council	PO Box 816	MURWILLUMB AH	NSW	2484	02 6670 2400	02 6670 2429	tsc@tweed.nsw.gov.au
Upper Hunter Shire Council	PO Box 208	SCONE	NSW	2337	02 6540 1100	02 6545 2671	council@upperhunter.nsw.gov.au
Upper Lachlan Shire Council	PO Box 10	CROOKWELL	NSW	2583	02 4830 1022	02 4832 2066	council@crookwell.nsw.gov.au
Uralla Shire Council	PO Box 106	URALLA	NSW	2358	02 6778 4606	02 6778 5073	council@uralla.nsw.gov.au
Urana Shire Council	PO Box 55	URANA	NSW	2645	02 6930 9100	02 6930 9101	mail@urana.nsw.gov.au

Wagga Wagga City Council	PO Box 20	WAGGA WAGGA	NSW	2650	02 6926 9100	02 6926 9199	Council@wagga.nsw.gov.au
Walcha Council	PO Box 2	WALCHA	NSW	2354	02 6774 2500	02 6777 1181	council@walcha.nsw.gov.au
Walgett Shire Council	PO Box 31	WALGETT	NSW	2832	02 6828 1399	02 6828 1608	admin@walgett.nsw.gov.au
Warren Shire Council	PO Box 6	WARREN	NSW	2824	02 6847 4606	02 6847 4584	Council@warren.nsw.gov.au
Warringah Council	Civic Centre 725 Pittwater Road	DEE WHY	NSW	2099	02 9942 2111	02 9971 4522	council@warringah.nsw.gov.au
Warrumbungle Shire Council	PO Box 191	COONABARABR AN	NSW	2357	02 6849 2000	02 6842 1337	rgeraghty@warrumbungle.nsw.gov.au
Waverley Council	PO Box 9	BONDI JUNCTION	NSW	1355	02 9369 8000	02 9387 1820	waver@waverley.nsw.gov.au
Weddin Shire Council	PO Box 125	GRENFELL	NSW	2810	02 6343 1212	02 6343 1203	mail@weddin.nsw.gov.au
Wellington Council	PO Box 62	WELLINGTON	NSW	2820	02 6845 2099	02 6845 3354	mail@wellington.nsw.gov.au
Wentworth Shire Council	PO Box 81	WENTWORTH	NSW	2648	03 5027 5027	03 5027 5000	council@wentworth.nsw.gov.au
Willoughby City Council	PO Box 57	CHATSWOOD	NSW	2057	02 9777 1000	02 9411 8309	email@willoughby.nsw.gov.au
Wingecarribee Shire Council	PO Box 141	MOSS VALE	NSW	2577	02 4868 0888	02 4869 1203	wscmail@wsc.nsw.gov.au
Wollondilly Shire Council	PO Box 21	PICTON	NSW	2571	02 4677 1100	02 4677 2339	council@wollondilly.nsw.gov.au
Wollongong City Council	Locked Bag 8821	WOLLONGONG	NSW	2500	02 4227 7111	02 4227 7277	council@wollongong.nsw.gov.au
Woollahra Municipal Council	PO Box 61	DOUBLE BAY	NSW	1360	02 9391 7000	02 9391 7044	records@woollahra.nsw.gov.au
Wyong Shire Council	PO Box 20	WYONG	NSW	2259	02 4350 5555	02 4351 2098	wsc@wyong.nsw.gov.au
Yass Valley Council	PO Box 6	YASS	NSW	2582	02 6226 1477	02 6226 2598	council@yass.nsw.gov.au
Young Shire Council	Locked Bag 5	YOUNG	NSW	2594	02 6382 1688	02 6382 4443	mail@young.nsw.gov.au
Alice Springs Town Council	PO Box 1071	ALICE SPRINGS	NT	0871	08 8950 0500	08 8953 0558	rmooney@astc.nt.gov.au
Barkly Shire Council	PO Box 821	TENNANT CREEK	NT	0861	08 8962 0000	08 8962 3066	jeff.sowiak@barkly.nt.gov.au
Central Desert Shire Council	PO Box 2257	ALICE SPRINGS	NT	0871	1300 360 605	08 8951 6416	info@centraldesert.nt.gov.au
City Of Palmerston	PO Box 1	PALMERSTON	NT	0831	08 8935 9922	08 8935 9900	robert.macleod@palmerston.nt.gov.au
Coomalie Shire Council	PO Box 20	BATCHELOR	NT	0845	08 8976 0058	08 8976 0293	ceo@coomalie.nt.gov.au
Darwin City Council	GPO Box 84	DARWIN	NT	0801	08 89300 300	08 89300 311	dcc@darwin.nt.gov.au
East Arnhem Shire Council	PO Box 1060	NHULUNBUY	NT	0881	1300 764 573	08 8987 0535	info@eastarnhem.nt.gov.au
Katherine Town Council	PO Box 1071	KATHERINE	NT	0851	08 8972 1322	08 8971 0305	records@krc.nt.gov.au
Litchfield Shire Council	PO Box 446	HUMPTY DOO	NT	0836	08 8983 1912	08 8983 1165	council@lsc.nt.gov.au

Macdonnell Shire Council	PO Box 5267	ALICE SPRINGS	NT	0870	1300 360 959	08 8951 6416	info@macdonnell.nt.gov.au
Roper Gulf Shire Council	PO Box 1321	KATHERINE	NT	0851	08 8973 8533	08 8973 8999	ceo@ropergulf.nt.gov.au
Tiwi Islands Local Government	C/O- GPO Box 4246	DARWIN	NT	0801	08 8999 8351	08 8999 8403	ceo@tiwiislands.nt.gov.au
Victoria Daly Shire Council	PO Box 19	KATHERINE	NT	0851	08 8973 8533	08 8973 8999	ceo@victoriadaly.nt.gov.au
Wagait Shire Council	PMB 10	Via DARWIN	NT	0801	08 8978 5185		president@wagait.net
West Arnhem Shire Council	C/O-GPO Box 4246	DARWIN	NT	0801	08 8979 9444	08 89792488	info@westarnhem.nt.gov.au
Aurukun Shire Council	39 Kang Kang Road	AURUKUN	QLD	4871	07 4060 6800	07 4060 6191	aurukunshire@bigpond.com.au
Balonne Shire Council	118 Victoria Street	ST GEORGE	QLD	4487	07 4620 8888	07 4620 8889	council@balonne.qld.gov.au
Banana Shire Council	PO Box 412	BILOELA	QLD	4715	07 4992 9500	07 4992 3493	enquiries@banana.qld.gov.au
Barcaldine Regional Council	35 Gordon Street	ARAMAC	QLD	4726	07 4651 3311	07 4651 3156	admin_aramacsc@bigpond.com
Barcoo Shire Council	PO Box 14	JUNDAH	QLD	4736	07 4658 6900	07 4658 6137	shire@barcoo.qld.gov.au
Blackall-Tambo Regional Council	6 Coronation Street	BLACKALL	QLD	4472	07 4657 4222	07 4657 4726	admin@blackall.qld.gov.au
Boulia Shire Council	Herbet / Burke Streets	BOULIA	QLD	4829	07 4746 3188	07 4746 3136	admin@boulia.qld.gov.au
Brisbane City Council	GPO Box 1434	BRISBANE	QLD	4001	07 3403 8888		enquiries@brisbane.qld.gov.au
Bulloo Shire Council	53 Dowling Street	THARGOMINDA H	QLD	4492	07 4655 3133	07 4655 3131	bullooshirecouncil@bigpond.com
Bundaberg Regional Council	PO Box 3130	BUNDABERG	QLD	4670	1300 883 699	07 4150 5410	ceo@bundaberg.qld.gov.au
Burdekin Shire Council	PO Box 974	AYR	QLD	4807	07 4783 9800	07 4783 9999	burdekinsc@burdekin.qld.gov.au
Burke Shire Council	PO Box 90	BURKETOWN	QLD	4830	07 4745 5100	07 4745 5181	burkesc@bigpond.com
Cairns Regional Council	PO Box 359	CAIRNS	QLD	4870	07 4044 3022	07 4098 2902	council@cairns.qld.gov.au
Carpentaria Shire Council	PO Box 31	NORMANTON	QLD	4890	07 4745 2200	07 4745 1340	council@carpentaria.qld.gov.au
Cassowary Coast Regional Council	70 Rankin Street	INNISFAIL	QLD	4860	07 4043 9100	07 4068 1772	tully@cassowaycoast.qld.gov.au
Central Highlands Regional Council	65 Egerton Street	EMERALD	QLD	4720	1300 242 686		enquiries@chrc.qld.gov.au
Charters Towers Regional Council	12-14 Mosman Street	CHARTES TOWERS	QLD	4820	07 4761 5300	07 4761 5344	mail@charterstowers.qld.gov.au
Cherbourg Aboriginal Shire Council	Barambah Avenue	CHERBOURG	QLD	4605	07 4168 1459	07 4168 2727	cherbourghceo@burnett.net.au
Cloncurry Shire Council	PO Box 3	CLONCURRY	QLD	4824	07 4742 4100	07 4742 1712	council@cloncurry.qld.gov.au
Cook Shire Council	121 Charlotte Street	COOKTOWN	QLD	4895	07 4069 5444	07 4069 5423	mail@cook.qld.gov.au

Croydon Shire Council	PO Box 17	CROYDON	QLD	4871	07 4745 6185	07 4745 6147	officemanager@croydon.qld.gov.au
Diamantina Shire Council	Herbet Street	BEDOURIE	QLD	4829	07 4746 1202	07 4746 1272	admin@diamantina.qld.gov.au
Doomadgee Aboriginal Shire Council	Sharp Street	DOOMADGEE	QLD	4830	07 4745 8351	07 4745 8390	ceo@doomadgee.qld.gov.au
Etheridge Shire Council	PO Box 12	GEORGETOWN	QLD	4871	07 4062 1233	07 4062 1285	info@etheridge.qld.gov.au
Flinders Shire Council	PO Box 274	HUGHENDEN	QLD	4821	07 4741 1288	07 4741 1741	flinders@flinders.qld.gov.au
Fraser Coast Regional Council	PO Box 1943	HERVEY BAY	QLD	4655	1800 881 400	07 4197 4455	enquiries@frasercoast.qld.gov.au
Gladstone Regional Council	PO Box 231	CALLIOPE	QLD	4680	07 4970 0700	07 4972 3381	info@gcc.qld.gov.au
Gold Coast City Council	PO Box 5042	GOLD COAST MC	QLD	9729	07 5582 8211	07 5596 3653	gcccmail@goldcoast.qld.gov.au
Goondiwindi Regional Council	Locked Mail Bag 7	INGLEWOOD	QLD	4387	07 4671 7400	07 4671 7433	mail@goondiwindirc.qld.gov.au
Gympie Regional Council	PO Box 155	GYMPIE	QLD	4570	07 5481 0744	07 5481 0801	council@gympie.qld.gov.au
Hinchinbrook Shire Council	PO Box 366	INGHAM	QLD	4850	07 4776 4600	07 4776 3233	ceo@hinchinbrook.qld.gov.au
Hope Vale Aboriginal Shire Council	C/-Muni Street via Cooktown	HOPEVALE	QLD	4875	07 4060 9133	07 4060 9331	lee.robertson@hopevale.org.au
Ipswich City Council	PO Box 191	IPSWICH	QLD	4305	07 3810 6666	07 3810 6731	council@ipswich.qld.gov.au
Isaac Regional Council	PO Box 94	MORANBAH	QLD	4744	1300 472 227	07 4941 8666	recirds@isaac.qld.gov.au
Kowanyama Aboriginal Shire Council	PO Box 30	KOWANYAMA	QLD	4871	07 4083 7100	07 4060 5124	renee.pollard@kowanyama.qld.gov.au
Lockhart River Aboriginal Shire Council	C/O- Post Office	LOCKHART RIVER	QLD	4871	07 4060 7144	07 4060 7139	ceo@locakhart.qld.gov.au
Lockyer Valley Regional Council	PO Box 82	GATTON	QLD	4343	1300 005 872	07 5462 3267	mailbox@lurc.qld.gov.au
Logan City Council	PO Box 3226	LOGAN CITY DC	QLD	4114	07 3412 3412	07 3412 3444	enquiries@logan.qld.gov.au
Longreach Regional Council	PO Box 472	LONGREACH	QLD	4730	07 4658 4111	07 4658 4116	assist@longreach.qld.gov.au
Mackay Regional Council	PO Box 41	MACKAY	QLD	4740	1300 622 529	07 4944 2400	council@mackay.qld.gov.au
Maranoa Regional Council	PO Box 42	MITCHELL	QLD	4465	1300 007 662	07 4623 8112	council@maranoa.qld.gov.au
Mapoon Aboriginal Shire Council	PO Box 213	WEIPA	QLD	4874	07 4090 9124	07 4090 9128	mapoon.admin@mapoon.qld.gov.au
McKinlay Shire Council	PO Box 177	JULIA CREEK	QLD	4823	07 4746 7166	07 4746 7549	reception@mckinlay.qld.gov.au
Moreton Bay Regional Council	PO Box 5070	STRATHPINE	QLD	4500	07 3480 6666	07 3205 0599	mbrc@moretonbay.qld.gov.au
Mornington Shire Council	Mission Road	GUNUNA	QLD	4871	07 4745 7200	07 4745 7275	vceomsc@bigpond.com
Mount Isa City Council	23 West Street	MOUNT ISA	QLD	4825	07 4747 3200	07 4747 3209	city@mountisa.qld.gov.au
Murweh Shire Council	PO Box 63	CHARLEVILLE	QLD	4470	07 4656 8355	07 4656 8399	ceo@murweh.qld.gov.au

Napranum Aboriginal Shire Council	PO Box 538	NAPRANUM via WEIPA	QLD	4874	07 4069 7855	07 4069 7445	ceo@napranum.qld.gov.au
North Burnett Regionals Council	PO Box 390	GAYNDAH	QLD	4625	1300 696 272		admin@northburnett.qld.gov.au
Northern Peninsula Area Regional Council	C/- 73 Mugai Street	BAMAGA	QLD	4876	07 4069 3211		esme@bamaga.qld.gov.au
Palm Island Aboriginal Shire Council	C/- Post Office	PALM ISLAND	QLD	4816	07 4770 1177	07 4770 1241	reception@piac.com.au
Paroo Shire Council	PO Box 75	CUNNAMULLA	QLD	4490	07 4655 8400	07 4655 1647	council@paroo.qld.gov.au
Pormpuraaw Aboriginal Shire Council	C/- Post Office	PORMPURA AW	QLD	4871	07 4060 4600	07 4060 4653	deputy@pormpuraaw.qld.gov.au
Quilpie Shire Council	PO Box 57	QUILPIE	QLD	4480	07 4656 1133	07 4656 1441	admin@quilpie.qld.gov.au
Redland City Council	PO Box 21	CLEVELAND	QLD	4163	07 3829 8999	07 3829 8765	rsc@redland.qld.gov.au
Richmond Shire Council	50 Goldring Street	RICHMOND	QLD	4822	07 4741 3277	07 4741 3308	enquiries@richmond.qld.gov.au
Rockhampton Regional Council	PO Box 1860	ROCKHAMPTON	QLD	4700	1300 225 579		enquiries@rcc.qld.gov.au
Scenic Rim Regional Council	PO Box 25	BEAUDESERT	QLD	4285	07 5540 5111		enquiries@richmond.qld.gov.au
Somerset Regional Council	2 Redbank Street	ESK	QLD	4312	07 5424 4000		mail@somerset.qld.gov.au
South Burnett Regional Council	PO Box 336	KINGAROY	QLD	4610	07 4163 6897		info@kingaroy.qld.gov.au
Southern Downs Regional Council	PO Box 26	WARWICK	QLD	4370	07 4661 0300		mail@southerndowns.qld.gov.au
Sunshine Coast Regional Council	Locked Bag 72, Sunshine Mail Centre	NAMBOUR	QLD	4560	07 5475 7272		mail@sunshinecoast.qld.gov.au
Tablelands Regional Council	PO Box 3	MALANDA	QLD	4885	07 4091 0700		info@trc.qld.gov.au
Toowoomba Regional Council	PO Box 3021 - Village Fair	TOOWOOMBA	QLD	4350	07 4688 6611		info@toowoombarc.qld.gov.au
Torres Shire Council	PO Box 171	THURSDAY ISLAND	QLD	4875	07 4069 1336	07 4069 1845	admin@torres.qld.gov.au
Torres Strait Island Regional Council	PO Box 501	THURSDAY ISLAND	QLD	4875	07 4069 4277	07 4069 4280	mokathani@poruma.qld.gov.au
Townsville City Council	103 Walker Street	TOWNSVILLE	QLD	4810	07 4727 9000	07 4727 9050	enquiries@townsville.qld.gov.au
Western Downs Regional Council	PO Box 551	DALBY	QLD	4405	07 4672 1100	07 4672 1199	info@wdrc.qld.gov.au
Whitsunday Regional Council	PO Box 104	PROSERPINE	QLD	4800	07 4945 0200		info@whitsundayrc.qld.gov.au
Winton Shire Council	PO Box 288	WINTON	QLD	4735	07 4657 1188	07 4657 1342	info@winton.qld.gov.au
Woorabinda Aboriginal Shire Council	C/- Post Office	WOORABINDA	QLD	4702	07 4925 9800	07 4925 9850	ceo@woorabinda.qld.gov.au
Wujal Wujal Aboriginal Shire	Wujal Wujal	via CAIRNS	QLD	4871	07 4060 8155	07 4060 8250	ceo@wujalwujalcouncil.qld.gov.au

Council							
Yarrabah Aboriginal Shire Council	56 Sawmill Road	YARRABAH	QLD	4871	07 4056 9120	07 4056 9016	ceo@yarrabah.qld.gov.au
Adelaide City Council	GPO Box 2252	ADELAIDE	SA	5001	08 8203 7612	08 8203 7534	m.harbison@adelaidecitycouncil.com; j.sanderclock@adelaidecitycouncil.com
Adelaide Hills Council	PO Box 44	WOODSIDE	SA	5244	08 8408 0415	08 8389 7440	bcooksley@ahc.sa.gov.au
Alexandrina Council	PO Box 21	GOOLWA	SA	5214	08 8555 7000	08 8555 3603	kymmc@alexandrina.sa.gov.au
Anangu Pitjantjatjara Yankunytjatjara	PMB 227 Umuwa	VIA ALICE SPRINGS	SA	0872	08 8954 8111	08 8954 8110	gmapy@anangu.com.au
Barossa Council	PO Box 867	NURIOOTPA	SA	5355	08 8563 8444	08 8563 8461	lwalsh@barossa.sa.gov.au
Berri Barmera Council	PO Box 229	BERRI	SA	5343	08 8582 1922	08 8582 3029	bbc@berribarmera.sa.gov.au
Campbelltown City Council	PO Box 1	CAMPBELLTOW N	SA	5074	08 8366 9239	08 8337 3818	jfrankli@campbelltown.sa.gov.au
City of Burnside	PO Box 9	GLENSIDE	SA	5065	08 8366 4205	08 8366 4299	wgreiner@senet.com.au
City of Charles Sturt	PO Box 1	WOODVILLE	SA	5011	08 8408 1397	08 8408 1102	handerson@charlessturt.sa.gov.au
City of Holdfast Bay	PO Box 19	BRIGHTON	SA	5048	08 8229 9911	08 8358 2566	wmatthews@holdfast.sa.gov.au
City of Marion	PO Box 21	OAKLANDS PARK	SA	5046	08 8375 6611	08 8375 6856	felicity.lewis@marion.sa.gov.au
City of Mitcham	PO Box 21 Mitcham Shopping Centre	TORRENS PARK	SA	5062	08 8372 8851	08 8372 8102	ibrooks@mitchamcouncil.sa.gov.au
City of Mount Gambier	PO Box 56	MOUNT GAMBIER	SA	5290	08 8721 2555	08 8724 9791	city@mountgambier.sa.gov.au
City of Norwood Payneham and St Peters	PO Box 204	KENT TOWN	SA	5071	08 8366 4539	08 8332 9507	rbria@npsa.sa.gov.au
City of Onkaparinga	PO Box 1	NOARLUNGA CENTRE	SA	5168	08 8384 0734	08 8384 0713	lrosenberg@onkaparinga.sa.gov.au
City of Playford	12 Bishopstone Road	DAVOREN PARKS	SA	5113	08 8254 0151	08 8252 8221	mlindsell@playford.sa.gov.au
City of Port Adelaide Enfield	PO Box 110	PORT ADELAIDE	SA	5015	08 8405 6600	08 8405 6666	gary.johanson@elected.portenf.sa.gov.au
City of Port Lincoln	PO Box 1787	PORT LINCOLN	SA	5606	08 8682 3033	08 8682 6252	plcc@plcc.sa.gov.au
City of Prospect	PO Box 171	PROSPECT	SA	5082	08 8342 8002	08 8344 3320	mayor@prospect.sa.gov.au
City of Salisbury	PO Box 8	SALISBURY	SA	5108	08 8406 8262	08 8289 1445	tzappia@salisbury.sa.gov.au
City of Tea Tree Gully	PO Box 571	MODBURY	SA	5092	08 8397 7201	08 8397 7400	harrg@cttg.sa.gov.au
City of Unley	PO Box 1	UNLEY	SA	5061	08 8372 5103	08 8373 1252	aleong@unley.sa.gov.au
City of Victor Harbor	PO Box 11	VICTOR HARBOR	SA	5211	08 8551 0507	08 8551 0501	griley@victor.sa.gov.au

City of West Torrens	165 Sir Donald Bradman Drive	HILTON	SA	5033	08 8416 6290	08 8416 6243	jtrainer@wtcc.sa.gov.au
Clare and Gilbert Valleys Council	4 Gleeson Street	CLARE	SA	5453	08 8842 6400	08 8842 3624	admin@cgvc.sa.gov.au
Coorong District Council	PO Box 28	MENINGIE	SA	5264	08 8575 1008	08 8575 1516	council@coorong.sa.gov.au
Corporation of the City of Whyalla	PO Box 126	WHYALLA	SA	5600	08 8640 3444	08 8645 0155	jim.pollock@whyalla.sa.gov.au
Corporation of the Town of Walkerville	PO Box 55	WALKERVILLE	SA	5081	08 8344 7711	08 8269 7820	dbria@walkerville.sa.gov.au
District Council of Barunga West	PO Box 3	PORT BROUGHTON	SA	5522	08 8635 2107	08 8635 2596	barunga.west@bigpond.com
District Council of Ceduna	PO Box 175	CEDUNA	SA	5690	08 8625 2158	08 8625 3935	asuter@ceduna.sa.gov.au
District Council of Cleve	PO Box 36	CLEVE	SA	5640	08 8628 2004	08 8628 2428	council@cleve.sa.gov.au
District Council of Coober Pedy	PO Box 425	COOBER PEDY	SA	5723	08 8672 5298	08 8672 5932	mayor@cpcouncil.sa.gov.au
District Council of Copper Coast	51 Taylor Street	KADINA	SA	5554	08 8821 1356	08 8821 1377	grpkad@yp-connect.net
District Council of Elliston	PO Box 46	ELLISTON	SA	5670	08 8687 9177	08 8687 9176	dce@elliston.sa.gov.au
District Council of Franklin Harbour	PO Box 71	COWELL	SA	5602	08 8629 2019	08 8629 2152	council@franklinharbour.sa.gov.au
District Council of Grant	PO Box 724	MOUNT GAMBIER	SA	5290	08 8721 0444	08 8721 0410	pegler@seol.net.au
District Council of Karoonda East Murray	PO Box 58	KAROONDA	SA	5307	08 8578 1004	08 8578 1246	council@dckem.sa.gov.au
District Council of Kimba	PO Box 189	KIMBA	SA	5641	08 8627 8081	08 8627 2382	council@kimba.sa.gov.au
District Council of Lower Eyre Peninsula	PO Box 41	CUMMINS	SA	5631	08 8676 2106	08 8676 2375	mail@dclep.sa.gov.au
District Council of Loxton Waikerie	PO Box 409	LOXTON	SA	5333	08 8584 7221	08 8584 6622	mayor@loxtonwaikerie.sa.gov.au
District Council of Mallala	PO Box 18	MALLALA	SA	5502	08 8527 2006	08 8527 2242	ceo@mallala.sa.gov.au
District Council of Mount Barker	PO Box 54	MOUNT BARKER	SA	5251	08 8391 1633	08 8391 2064	mayor@dcmtbarker.sa.gov.au
District Council of Mount Remarkable	PO Box 94	MELROSE	SA	5483	08 8667 2210	08 8667 2368	trevor.roocke@bigpond.com
District Council of Orroroo Carrieton	PO Box 3	ORROROO	SA	5431	08 8658 1260	08 8658 1434	council@orraroo.sa.gov.au
District Council of Peterborough	PO Box 121	PETERBOROUGH	SA	5422	08 8651 2318	08 8651 3066	council@peterborough.sa.gov.au
District Council of Robe	PO Box 1	ROBE	SA	5276	08 8768 2003	08 8768 2432	council@robe.sa.gov.au
District Council of Streaky Bay	PO Box 179	STREAKY BAY	SA	5680	08 8626 1046	08 8626 1545	dcstreaky@streakybay.sa.gov.au
District Council of Tumby Bay	PO Box 61	TUMBY BAY	SA	5605	08 8688 2101	08 8688 2639	dctumby@bigpond.com
District Council of Yankalilla	PO Box 9	YANKALILLA	SA	5203	08 8558 0200	08 8558 2022	council@yankalilla.sa.gov.au

District Council of Yorke Peninsula	PO Box 88	MINLATON	SA	5575	08 8832 2701	08 8853 2494	admin@yorke.sa.gov.au
Flinders Ranges Council	PO Box 43	QUORN	SA	5433	08 8648 6090	08 8648 6001	council@flindersrangescouncil.sa.gov.au
Kangaroo Island Council	PO Box 121	KINGSCOTE	SA	5223	08 8553 4500	08 8553 2885	bateski@kin.net.au
Kingston District Council	PO Box 321	KINGSTON	SA	5275	08 8767 2033	08 8767 2937	info@kingstondc.sa.gov.au
Light Regional Council	PO Box 72	KAPUNDA	SA	5373	08 8566 2101	08 8566 3262	lhammond@light.sa.gov.au
Mid Murray Council	PO Box 28	MANNUM	SA	5238	08 8569 1600	08 8569 1931	imanns@bigpond.com.au
Municipal Council of Roxby Downs	PO Box 124	ROXBY DOWNS	SA	5725	08 8671 0010	08 8671 0452	bill.boehm@roxbycouncil.com.au
Naracoorte Lucindale Council	PO Box 555	NARACOORTE	SA	5271	08 8762 2133	08 8762 3139	dcncdick@rbm.com.au
Northern Areas Council	PO Box 120	JAMESTOWN	SA	5491	08 8664 1139	08 8664 1085	ceo@nacouncil.sa.gov.au
Port Augusta City Council	PO Box 1704	PORT AUGUSTA	SA	5700	08 8641 9144	08 8641 0357	mjenkins@portaugusta.sa.gov.au
Port Pirie Regional Council	PO Box 45	PORT PIRIE	SA	5540	08 8632 1222	08 8633 0539	mayorsec@ppcadc.sa.gov.au
Regional Council of Goyder	1 Market Square	BURRA	SA	5417	08 8892 0100	08 8892 2467	council@goyder.sa.gov.au
Renmark Paringa Council	PO Box 730	REMARK	SA	5341	08 8586 6609	08 8586 6542	rebecca@renmarkparinga.sa.gov.au
Rural City of Murray Bridge	PO Box 421	MURRAY BRIDGE	SA	5253	08 8539 1144	08 8532 2766	a.arbon@rcmb.sa.gov.au
Southern Mallee District Council	PO Box 49	PINNAROO	SA	5304	08 8577 8002	08 8577 8443	council@southernmallee.sa.gov.au
Tatiara District Council	PO Box 346	BORDERTOWN	SA	5268	08 8752 1044	08 8758 2011	office@tatiara.sa.gov.au
Town of Gawler	PO Box 130	GAWLER	SA	5118	08 8522 9226	08 8522 9212	mayor@gawler.sa.gov.au
Wakefield Regional Council	PO Box 167	BALAKLAVA	SA	5461	08 8862 0800	08 8862 1115	tnicholls@wakefieldrc.sa.gov.au
Wattle Range Council	PO Box 27	MILLICENT	SA	5280	08 8733 0900	08 8734 8368	mark.braes@wattlerange.sa.gov.au
Wundinna District Council	PO Box 6	WUNDINNA	SA	5652	08 8680 2002	08 8680 2296	admin@lehunte.sa.gov.au
Break O'Day Council	PO Box 21	ST HELENS	TAS	7216	03 63767900	03 63761551	admin@bodc.tas.gov.au
Brighton Council	Tivoli Road	GAGEBROOK	TAS	7030	03 62630333	03 62630313	admin@brighton.tas.gov.au
Burnie City Council	PO Box 973	BURNIE	TAS	7320	03 64305700	03 64313896	burnie@burnie.net
Central Coast Council	PO Box 220	ULVERSTONE	TAS	7315	03 64298900	03 64251224	admin@centralcoast.tas.gov.au
Central Highlands Council	PO Box 20	HAMILTON	TAS	7140	03 62863202	03 62863334	rwalsh@centralhighlands.tas.gov.au
Circular Head Council	PO Box 348	SMITHTON	TAS	7330	03 64524800	03 64524861	council@circularhead.tas.gov.au
Clarence City Council	PO Box 96	ROSNY PARK	TAS	7018	03 62458600	03 62458700	clarence@ccc.tas.gov.au
Derwent Valley Council	PO Box 595	NEW NORFOLK	TAS	7140	03 62618500	03 62618546	dvcouncil@dvc.tas.gov.au

Devonport City Council	PO Box 604	DEVENPORT	TAS	7310	03 64240511	03 64249649	Council@dcc.tas.gov.au
Dorset Council	PO Box 21	SCOTTSDALE	TAS	7260	03 63526500	03 63526509	dorset@dorset.tas.gov.au
Flinders Council	PO Box 40	WHITEMARK	TAS	7255	03 63592131	03 63592211	flinderscouncil@trump.net.au
George Town Council	PO Box 161	GEORGE TOWN	TAS	7253	03 63828800	03 63823240	council@georgetown.tas.gov.au
Glamorgan Spring Bay Council	PO Box 6	TRIABUNNA	TAS	7190	03 62574777	03 62573457	admin@freycinet.tas.gov.au
Glenorchy City Council	PO Box 103	GLENORCHY	TAS	7010	03 62166700	03 62166400	gccmail@gcc.tas.gov.au
Hobart City Council	GPO Box 503	HOBART	TAS	7001	03 62382711	03 62347109	hcc@hobartcity.com.au
Huon Valley Council	PO Box 210	HUONVILLE	TAS	7109	03 62648400	03 62648440	hvc@huonvalley.tas.gov.au
Kentish Council	PO Box 63	SHEFFIELD	TAS	7306	03 64912500	03 64911659	council@kentish.tas.gov.au.
King Island Council	PO Box 147	CURRIE	TAS	7256	03 64621177	03 64621313	kicouncil@kingisland.net.au
Kingborough Council	Locked Bag 1	KINGSTON	TAS	7050	03 62118200	03 62118211	kc@kingborough.tas.gov.au
Latrobe Council	PO Box 63	LATROBE	TAS	7307	03 64214650	03 64262121	council@latrobe.tas.gov.au
Launceston City Council	PO Box 396	LAUNCESTON	TAS	7250	03 63233000	03 63233001	council@launceston.tas.gov.au
Meander Valley Council	PO Box 102	WESTBURY	TAS	7303	03 63935300	03 63931474	mail@mvc.tas.gov.au
Northern Midlands Council	PO Box 156	LONGFORD	TAS	7301	03 63977303	03 63977331	council@northmidlands.tas.gov.au
Sorell Council	PO Box 126	SORELL	TAS	7172	03 62656400	03 62656414	sorell.council@sorell.tas.gov.au
Southern Midlands Council	PO Box 21	OATLANDS	TAS	7170	03 62545000	03 62545014	smc@southernmidlands.tas.gov.au
Tasman Council	Council Chambers	NUBEENA	TAS	7184	03 62512400	03 62512420	tasman@tasman.tas.gov.au
Waratah - Wynyard Council	PO Box 168	WYNYARD	TAS	7325	03 64438333	03 64438383	council@warwyn.tas.gov.au
West Coast Council	PO Box 40	ZEEHAN	TAS	7469	03 64714700	03 64714720	wcc@westcoast.tas.gov.au
West Tamar Council	PO Box 59	BEACONSFIELD	TAS	7270	03 63836350	03 63836384	wtc@wtc.tas.gov.au
Alpine Shire Council	PO Box 139	BRIGHT	VIC	3741	03 5755 0555	03 5755 1811	info@alpineshire.vic.gov.au
Ararat Rural City Council	PO Box 246	ARARAT	VIC	3377	03 5355 0200	03 5352 1695	council@ararat.vic.gov.au
Ballarat City Council	PO Box 655	BALLARAT	VIC	3353	03 5320 5500	03 5332 8122	ballcity@ballarat.vic.gov.au
Banyule City Council	PO Box 51	IVANHOE	VIC	3079	03 9490 4222	03 9499 1391	enquiries @banyule.vic.gov.au
Bass Coast Shire Council	PO Box 118	WONTHAGGI	VIC	3995	03 5671 2211	03 5671 2222	basscoast@basscoast.vic.gov.au
Baw Baw Shire Council	PO Box 304	WARRAGUL	VIC	3820	03 5624 2411	03 5622 3654	bawbaw@bbcs.vic.gov.au
Bayside City Council	PO Box 27	SANDRINGHAM	VIC	3191	03 9599 4444	03 9598 4474	enquiries@bayside.vic.gov.au

Benalla Rural City Council	PO Box 227	BENALLA	VIC	3672	03 5760 2600	03 5762 5537	council@benalla.vic.gov.au
Boroondara City Council	Private Bag 1	CAMBERWELL	VIC	3124	03 9278 4444	03 9278 4466	boroondara@boroondara.vic.gov.au
Brimbank City Council	PO Box 70	SUNSHINE	VIC	3020	03 9249 4000	03 9249 4351	info@brim.vic.gov.au
Buloke Shire Council	PO Box 1	WYCHEPROOF	VIC	3527	03 5493 7400	03 5493 7395	buloke@buloke.vic.gov.au
Campaspe Shire Council	PO Box 35	ECHUCA	VIC	3564	03 5481 2200	03 5481 2290	shire@campaspe.vic.gov.au
Cardinia Shire Council	PO Box 7	PAKENHAM	VIC	3810	03 5945 4222	03 5941 3784	mail@cardinia.vic.gov.au
Casey City Council	PO Box 1000	NARRE WARREN	VIC	3805	03 9705 5200	03 9704 9544	caseycc@casey.vic.gov.au
Central Goldfields Shire Council	PO Box 194	MARYBOROUGH	VIC	3465	03 5461 0610	03 5461 0666	mail@cgoldshire.vic.gov.au
Colac-Otway Shire Council	PO Box 283	COLAC	VIC	3250	03 5232 9400	03 5232 1046	inq@colacotway.vic.gov.au
Corangamite Shire Council	PO Box 84	CAMPERDOWN	VIC	3260	03 5593 7100	03 5593 2695	shire@corangamite.vic.gov.au
Darebin City Council	PO Box 91	PRESTON	VIC	3072	03 8470 8888	03 9471 0204	mailbox@darebin.vic.gov.au
East Gippsland Shire Council	PO Box 1618	BAIRNSDALE	VIC	3875	03 5153 9500	03 5153 9576	feedback@egipps.vic.gov.au
Frankston City Council	PO Box 490	FRANKSTON	VIC	3199	03 9784 1888	03 9781 3117	correspondence@frankston.vic.gov.au
Gannawarra Shire Council	PO Box 287	KERANG	VIC	3579	03 5450 9333	03 5450 3023	council@gannawarra.vic.gov.au
Glen Eira City Council	PO Box 42	CAULFIELD	VIC	3162	03 9524 3333	03 9523 0339	mail@gleneira.vic.gov.au
Glenelg Shire Council	PO Box 152	PORTLAND	VIC	3305	03 5522 2200	03 5522 2290	enquiry@glenelg.vic.gov.au
Golden Plains Shire Council	PO Box 111	BANNOCKBURN	VIC	3331	03 5220 7111	03 5220 7100	enquiries@gplains.vic.gov.au
Greater Bendigo City Council	PO Box 733	BENDIGO	VIC	3552	03 5434 6000	03 5434 6200	enquiries@bendigo.vic.gov.au
Greater Dandenong City Council	PO Box 200	DANDENONG	VIC	3175	03 9239 5100	03 9239 5196	council@cgd.vic.gov.au
Greater Geelong City Council	PO Box 104	GEELONG	VIC	3220	03 5227 0270	03 5227 0277	enquiry@geelongcity.vic.gov.au
Greater Shepparton City Council	Locked Bag 1000	SHEPPARTON	VIC	3632	03 5832 9700	03 5831 1987	council@shepparton.vic.gov.au
Hepburn Shire Council	PO Box 21	DAYLESFORD	VIC	3460	03 5348 2306	03 5348 2911	shire@hepburn.vic.gov.au
Hindmarsh Shire Council	PO Box 250	NHILL	VIC	3418	03 5391 1811	03 5391 1376	info@hindmarsh.vic.gov.au
Hobsons Bay City Council	PO Box 21	ALTONA	VIC	3018	03 9932 1000	03 9932 1039	contactus@hobsonsbay.vic.gov.au
Horsham Rural City Council	PO Box 511	HORSHAM	VIC	3402	03 5382 9777	03 5382 1111	council@hrcc.vic.gov.au
Hume City Council	PO Box 119	BROADMEADOWS	VIC	3047	03 9205 2200	03 9309 0109	email@hume.vic.gov.au
Indigo Shire Council	PO Box 28	BEECHWORTH	VIC	3747	03 5728 8000	03 5728 1676	indigoshire@indigoshire.vic.gov.au
Kingston City Council	PO Box 1000	MENTONE	VIC	3194	03 9581 4567	03 9581 4500	info@kingston.vic.gov.au

Knox City Council	Private Bag Knox 1, MDC	WANTIRNA SOUTH	VIC	3152	03 9298 8000	03 9800 3096	knoxcc@knox.vic.gov.au
Latrobe City Council	PO Box 264	MORWELL	VIC	38440	1300 367 700	03 5128 5672	latrobe@latrobe.vic.gov.au
Loddon Shire Council	PO Box 21	WEDDERBURN	VIC	3518	03 5494 1200	03 5494 3003	loddon@loddon.vic.gov.au
Macedon Ranges Shire Council	PO Box 151	KYNETON	VIC	3444	03 5422 0333	03 5422 3623	mrsc@macedon-ranges.vic.gov.au
Manningham City Council	PO Box 1	DONCASTER	VIC	3108	03 9840 9333	03 9848 3110	manningham@manningham.vic.gov.au
Mansfield Shire Council	Private Bag 1000	MANSFIELD	VIC	3722	03 5775 8555	03 5755 2677	council@mansfield.vic.gov.au
Maribyrnong City Council	PO Box 58	FOOTSCRAY	VIC	3011	03 9688 0200	03 9687 7793	email@maribyrnong.vic.gov.au
Maroondah City Council	PO Box 156	RINGWOOD	VIC	3134	1300 882 233	03 9298 4345	maroondah@maroondah.vic.gov.au
Melbourne City Council	GPO Box 1603M	MELBOURNE	VIC	3001	03 9658 9658	03 9654 4854	enquiries@melbourne.vic.gov.au
Melton Shire Council	PO Box 21	MELTON	VIC	3337	03 9747 7200	03 9743 9970	csu@melton.vic.gov.au
Mildura Rural City Council	PO Box 105	MILDURA	VIC	3502	03 5018 8100	03 5021 1899	mrcc@mildura.vic.gov.au
Mitchell Shire Council	113 High Street	BROADFORD	VIC	3658	03 5734 6200	03 5734 6222	mitchell@mitchellshire.vic.gov.au
Moir Shire Council	PO Box 578	COBRAM	VIC	3644	03 5871 9222	03 5872 1567	webmaster@moira.vic.gov.au
Monash City Council	PO Box 1	GLEN WAVERLEY	VIC	3150	03 9518 3555	03 9518 3444	mail@monash.vic.gov.au
Moonee Valley City Council	PO Box 126	MOONEE PONDS	VIC	3039	03 9243 8888	03 9375 4393	council@mvcc.vic.gov.au
Moorabool Shire Council	PO Box 18	BALLAN	VIC	3342	03 5366 7100	03 5368 1757	info@moorabool.vic.gov.au
Moreland City Council	Locked Bag 10	MORELAND	VIC	3058	03 9240 1111	03 9240 1212	info@moreland.vic.gov.au
Mornington Peninsula Shire Council	Private Bag 1000	ROSEBUD	VIC	3939	1300 850 600	03 5986 6696	custserv@mornpen.vic.gov.au
Mount Alexander Shire Council	PO Box 185	CASTLEMAINE	VIC	3450	03 5471 1700	03 5471 1749	mtalex@mountalexander.vic.gov.au
Moyne Shire Council	PO Box 51	PORT FAIRY	VIC	3284	03 5568 2600	03 5568 2515	moyne@moyne.vic.gov.au
Murrindindi Shire Council	PO Box 138	ALEXANDRA	VIC	3714	03 5772 0333	03 5772 2291	msc@murrindindi.vic.gov.au
Nillumbik Shire Council	PO Box 476	GREENSBOROUGH	VIC	3088	03 9433 3111	03 9432 9559	nillumbik@nillumbik.vic.gov.au
Northern Grampians Shire Council	PO Box 580	STAWELL	VIC	3380	03 5358 8700	03 5358 4151	ngshire@ngshire.vic.gov.au
Port Phillip City Council	Private Bag No. 3	ST KILDA	VIC	3182	03 9209 6777	03 9536 2722	assist@portphillip.vic.gov.au
Pyrenees Shire Council	5 Lawrence Street	BEAUFORT	VIC	3373	03 5349 2000	03 5349 2068	pyrenees@pyrenees.vic.gov.au
Queenscliffe Borough Council	PO Box 93	QUEENSCLIFF	VIC	3225	03 5258 1377	03 5258 3315	info@queenscliffe.vic.gov.au
South Gippsland Shire Council	Private Bag 4	LEONGATHA	VIC	3953	03 5662 9200	03 5662 3754	council@southgippsland.vic.gov.au

Southern Grampians Shire Council	Locked Bag 685	HAMILTON	VIC	3300	03 5573 0444	03 5572 2910	council @sthgrampians.vic.gov.au
Stonnington City Council	PO Box 21	PRAHRAN	VIC	3181	03 8290 1333	03 9521 2255	council@stonnington.vic.gov.au
Strathbogie Shire Council	PO Box 177	EUROA	VIC	3666	03 5795 2010	03 5795 3550	info@strathbogie.vic.gov.au
Surf Coast Shire Council	PO Box 350	TORQUAY	VIC	3228	03 5261 0600	03 5261 4527	info@surfcoast.vic.gov.au
Swan Hill Rural City Council	PO Box 488	SWAN HILL	VIC	3585	03 5036 2333	03 5036 2340	council@swanhill.vic.gov.au
Towong Shire Council	PO Box 55	TALLANGATTA	VIC	3700	02 6071 5100	02 6071 2747	staff@towong.vic.gov.au
Wangaratta Rural City Council	PO Box 238	WANGARATTA	VIC	3677	03 5722 0888	03 5721 9526	council@wangaratta.vic.gov.au
Warrnambool City Council	PO Box 198	WARRNAMBOOL	VIC	3280	03 5564 7800	03 5562 8774	wbool_city@warrnambool.vic.gov.au
Wellington Shire Council	PO Box 506	SALE	VIC	3850	03 5142 3333	03 5142 3499	enquiries@wellington.vic.gov.au
West Wimmera Shire Council	PO Box 201	EDENHOPE	VIC	3318	03 5585 9900	03 5585 9950	council@westwimmera.vic.gov.au
Whitehorse City Council	Locked Bag 2	NUNAWADING DELIVERY CENTRE	VIC	3110	03 9262 6333	03 9262 6490	customer.service@whitehorse.vic.gov.au
Whittlesea City Council	Locked Bag 1	BUNDOORA MDC	VIC	3083	03 9217 2170	03 9217 2111	info@whittlesea.vic.gov.au
Wodonga City Council	PO Box 923	WODONGA	VIC	3689	02 6022 9300	02 6022 9322	info@wodonga.vic.gov.au
Wyndham City Council	PO Box 197	WERRIBEE	VIC	3030	03 9742 0777	03 9741 6237	mail@wyndham.vic.gov.au
Yarra City Council	PO Box 168	RICHMOND	VIC	3121	03 9205 5555	03 9205 5081	info@yarracity.vic.gov.au
Yarra Ranges Shire Council	PO Box 105	LILYDALE	VIC	3140	1300 368 333	03 9735 4249	mail@yarraranges.vic.gov.au
Yarriambiack Shire Council	PO Box 243	WARRACKNABE AL	VIC	3393	03 5398 0100	03 5398 2502	info@yarriambiack.vic.gov.au
City of Albany	PO Box 484	ALBANY	WA	6331	08 9841 9333	08 9841 4099	staff@albany.wa.gov.au
City of Armadale	Locked Bag No 2	ARMADALE	WA	6112	08 9399 0111	08 9399 0184	info@armadale.wa.gov.au
City of Bayswater	PO Box 467	MORLEY	WA	6943	08 9272 0622	08 9272 0665	mail@bayswater.wa.gov.au
City of Belmont	Locked Bag 379	CLOVERDALE	WA	6105	08 9477 7222	08 9478 1473	belmont@belmont.wa.gov.au
City of Bunbury	PO Box 21	BUNBURY	WA	6231	08 9792 7000	08 9792 7184	records@bunbury.wa.gov.au
City of Canning	Locked Bag 80	WELSHPOOL	WA	6986	08 9231 0606	08 9458 2353	customer@canning.wa.gov.au
City of Cockburn	PO Box 1215	BIBRA LAKE	WA	6965	08 9411 3444	08 9411 3416	customer@cockburn.wa.gov.au
City of Fremantle	PO Box 807	FREMANTLE	WA	6959	08 9432 9999	08 9430 4634	info@fremantle.wa.gov.au
City of Geraldton-Greenough	PO Box 101	GERALDTON	WA	6530	08 9956 6600	08 9956 6674	council@geraldton.wa.gov.au
City of Gosnells	PO Box 662	GOSNELLS	WA	6990	08 9391 3222	08 9398 2922	council@gosnells.wa.gov.au

City of Joondalup	PO Box 21	JOONDALUP	WA	6919	08 9400 4000	08 9300 1383	info@joondalup.wa.gov.au
City of Kalgoorlie-Boulder	PO Box 2042	BOULDER	WA	6432	08 9021 9600	08 9021 6113	mailbag@kalbould.wa.gov.au
City of Mandurah	PO Box 210	MANDURAH	WA	6210	08 9550 3777	08 9550 3888	council@mandurah.wa.gov.au
City of Melville	Locked Bag 1	BOORAGOON	WA	6954	08 9364 0666	08 9364 0285	melinfo@melville.wa.gov.au
City of Nedlands	PO Box 9	NEDLANDS	WA	6909	08 9273 3500	08 9273 3670	council@nedlands.wa.gov.au
City of Perth	GPO Box C120	PERTH	WA	6839	08 9461 3333	08 9461 3083	info_city@cityofperth.wa.gov.au
City of Rockingham	PO Box 2142	ROCKINGHAM DC	WA	6967	08 9528 0333	08 9592 1705	council@rockingham.wa.gov.au
City of South Perth	Civic Centre Cnr Sandgate St/South Tce	SOUTH PERTH	WA	6151	08 9474 0777	08 9474 2425	enquiries@southperth.wa.gov.au
City of Stirling	Civic Place	STIRLING	WA	6021	08 9345 8555	08 9345 8822	stirling@stirling.wa.gov.au
City of Subiaco	PO Box 270	SUBIACO	WA	6008	08 9237 9222	08 9237 9200	city@subiaco.wa.gov.au
City of Swan	PO Box 196	MIDLAND	WA	6056	08 9267 9000	08 9267 9444	swan@swan.wa.gov.au
City of Wanneroo	Locked Bag 1	WANNEROO	WA	6946	08 9405 5000	08 9405 5499	enquiries@wanneroo.wa.gov.au
Shire of Ashburton	PO Box 567	TOM PRICE	WA	6751	08 9188 4444	08 9189 2252	soa@ashburton.wa.gov.au
Shire of Augusta-Margaret River	PO Box 61	MARGARET RIVER	WA	6285	08 9780 5255	08 9757 2512	amrsc@amrsc.wa.gov.au
Shire of Beverley	PO BOX 20	BEVERLEY	WA	6304	08 9646 1200	08 9646 1409	admin@beverley.wa.gov.au
Shire of Boddington	PO Box 4	BODDINGTON	WA	6390	08 9883 8004	08 9883 8347	shire@boddington.wa.gov.au
Shire of Boyup Brook	PO Box 2	BOYUP BROOK	WA	6244	08 9765 1200	08 9765 1485	shire@boyupbrook.wa.gov.au
Shire of Bridgetown-Greenbushes	PO Box 271	BRIDGETOWN	WA	6255	08 9761 1555	08 9761 2023	btnshire@bridgetown.wa.gov.au
Shire of Brookton	PO Box 42	BROOKTON	WA	6306	08 9642 1106	08 9642 1173	mail@brookton.wa.gov.au
Shire of Broome	PO Box 44	BROOME	WA	6725	08 9191 3456	08 9191 3455	shire@broome.wa.gov.au
Shire of Broomehill - Tambellup	46-48 Norrish Street	TAMBELLUP	WA	6320	08 9824 1245	08 9824 1302	admin1@broomehill.wa.gov.au
Shire of Bruce Rock	PO Box 113	BRUCE ROCK	WA	6418	08 9061 1377	08 9061 1340	admin@brucerock.wa.gov.au
Shire of Busselton	Locked Bag 1	BUSSELTON	WA	6280	08 9781 0444	08 9752 4958	bsnshire@busselton.wa.gov.au
Shire of Capel	PO Box 369	CAPEL	WA	6271	08 9727 2030	08 9727 2603	info@capel.wa.gov.au
Shire of Carnamah	PO Box 80	CARNAMAH	WA	6517	08 9951 7000	08 9951 1377	shire@carnamah.wa.gov.au
Shire of Carnarvon	PO Box 459	CARNARVON	WA	6701	08 9941 0000	08 9941 0099	shire@carnarvon.wa.gov.au
Shire of Chapman Valley	PO Box 1	NABAWA	WA	6532	08 9920 5011	08 9920 5155	valleyc@wn.com.au

Shire of Chittering	PO Box 70	BINDOON	WA	6502	08 9576 1044	08 9576 1250	chatter@chittering.wa.gov.au
Shire of Christmas Island	PO Box 863	INDIAN OCEAN	WA	6798	08 9164 8300	08 9164 8304	lucy@shire.gov.cx
Shire of Cocos (Keeling) Islands	PO Box 1094 Home Island Cocos (Keeling) Islands	INDIAN OCEAN	WA	6799	08 9162 6649	08 9162 6668	info@shire.cc
Shire of Collie	Throssell St	COLLIE	WA	6225	08 9734 1000	08 9734 4072	colshire@collie.wa.gov.au
Shire of Coolgardie	PO Box 138	KAMBALDA	WA	6442	08 9026 6001	08 9026 6266	execsec@coolgardie.wa.gov.au
Shire of Coorow	PO Box 42	COOROW	WA	6515	08 9952 0100	08 9952 1173	shire@coorow.wa.gov.au
Shire of Corrigin	PO Box 221	CORRIGIN	WA	6375	08 9063 2203	08 9063 2005	shire@corrigin.wa.gov.au
Shire of Cranbrook	PO Box 21	CRANBROOK	WA	6321	08 9826 1008	08 9826 1090	shire@cranbrook.wa.gov.au
Shire of Cuballing	PO Box 13	CUBALLING	WA	6311	08 9883 6074	08 9883 6174	enquiries@cuballing.wa.gov.au
Shire of Cue	PO Box 84	CUE	WA	6640	08 9963 1041	08 9963 1085	cueshire@bigpond.com
Shire of Cunderdin	PO Box 100	CUNDERDIN	WA	6407	08 9635 1005	08 9635 1464	admin@cunderdin.wa.gov.au
Shire of Dalwallinu	PO Box 141	DALWALLINU	WA	6609	08 9661 1001	08 9661 1097	shire@dalwallinu.wa.gov.au
Shire of Dandaragan	PO Box 392	JURIEN BAY	WA	6516	08 9652 0800	08 9652 1310	council@dandaragan.wa.gov.au
Shire of Dardanup	PO Box 7016	EATON	WA	6232	08 9724 0000	08 9724 0091	records@dardanup.wa.gov.au
Shire of Denmark	PO Box 183	DENMARK	WA	6333	08 9848 0300	08 9848 1985	denmarkshire@wn.com.au
Shire of Derby/West Kimberley	PO Box 94	DERBY	WA	6728	08 9191 0999	08 9191 1221	sdwk@sdwk.wa.gov.au
Shire of Donnybrook-Balingup	PO Box 94	DONNYBROOK	WA	6239	08 9780 4200	08 9731 1677	shire@donnybrook.wa.gov.au
Shire of Dowerin	PO Box 111	DOWERIN	WA	6461	08 9631 1202	08 9631 1193	dowshire@dowerin.wa.gov.au
Shire of Dumbleyung	PO Box 99	DUMBLEYUNG	WA	6350	08 9863 4012	08 9863 4146	ceo@dumbleyung.wa.gov.au
Shire of Dundas	PO Box 163	NORSEMAN	WA	6443	08 9039 1205	08 9039 1359	shire@dundas.wa.gov.au
Shire of East Pilbara	PMB Box 22	NEWMAN	WA	6753	08 9175 1924	08 9175 2668	sensec@eastpilbara.wa.gov.au
Shire of Esperance	PO Box 507	ESPERANCE	WA	6450	08 9071 0666	08 9071 0600	shire@esperance.wa.gov.au
Shire of Exmouth	PO Box 21	EXMOUTH	WA	6707	08 9949 1399	08 9949 1277	shirex@exmouth.wa.gov.au
Shire of Gingin	7 Brockman St	GINGIN	WA	6503	08 9575 2211	08 9575 2121	mail@gingin.wa.gov.au
Shire of Gnowangerup	28 Yougenup Rd	GNOWANGERUP	WA	6335	08 9827 1007	08 9827 1377	gnpshire@gnowangerup.wa.gov.au
Shire of Goomalling	PO Box 118	GOOMALLING	WA	6460	08 9629 1101	08 9629 1017	goshire@goomalling.wa.gov.au
Shire of Halls Creek	PO Box 21	HALLS CREEK	WA	6770	08 9168 6007	08 9168 6235	hcshire@hcshire.wa.gov.au

Shire of Harvey	PO Box 500	HARVEY	WA	6220	08 9729 0300	08 9729 2053	harvey@geo.net.au
Shire of Irwin	PO Box 21	DONGARA	WA	6525	08 9927 2068	08 9927 1453	reception@irwin.wa.gov.au
Shire of Jerramungup	PO Box 92	JERRAMUNGUP	WA	6337	08 9835 1022	08 9835 1161	council@jerramungup.wa.gov.au
Shire of Kalamunda	PO Box 42	KALAMUNDA	WA	6076	08 9257 9999	08 9293 2715	kala.shire@kalamunda.wa.gov.au
Shire of Katanning	PO Box 130	KATANNING	WA	6317	08 9821 4200	08 9821 1458	cso@katanning.wa.gov.au
Shire of Kellerberrin	PO Box 145	KELLERBERRIN	WA	6410	08 9045 4006	08 9045 4437	shire@kellerberrin.wa.gov.au
Shire of Kent	PO Box 15	NYABING	WA	6341	08 9829 1051	08 9829 1083	admin@kent.wa.gov.au
Shire of Kojonup	PO Box 163	KOJONUP	WA	6395	08 9831 1066	08 9831 1566	council@kojonup.wa.gov.au
Shire of Kondinin	PO Box 7	KONDININ	WA	6367	08 9889 1006	08 9889 1197	enquires@kondinin.wa.gov.au
Shire of Koorda	PO Box 20	KOORDA	WA	6475	08 9684 1219	08 9684 1379	shire@koorda.wa.gov.au
Shire of Kulin	PO Box 125	KULIN	WA	6365	08 9880 1204	08 9880 1221	enquiries@kulin.wa.gov.au
Shire of Lake Grace	PO Box 50	LAKE GRACE	WA	6353	08 9865 1105	08 9865 1109	shire@lakegrace.wa.gov.au
Shire of Laverton	PO Box 42	LAVERTON	WA	6440	08 9031 1202	08 9031 1340	lavertonshire@westnet.com.au
Shire of Leonora	PO Box 56	LEONORA	WA	6438	08 9037 6044	08 9037 6295	admin@leonora.wa.gov.au
Shire of Manjimup	PO Box 1	MANJIMUP	WA	6258	08 9771 1366	08 9771 1860	info@manjimup.wa.gov.au
Shire of Meekatharra	PO Box 129	MEEKATHARRA	WA	6642	08 9981 1002	08 9981 1505	ceo@meekashire.wa.gov.au
Shire of Menzies	PO Box 4	MENZIES	WA	6436	08 9024 2041	08 9024 2110	menziescouncil@bigpond.com
Shire of Merredin	PO Box 42	MERREDIN	WA	6415	08 9041 1611	08 9041 2379	admin@merredin.wa.gov.au
Shire of Mingenew	PO Box 120	MINGENEW	WA	6522	08 9928 1102	08 9928 1128	ceo@mingenew.wa.gov.au
Shire of Moora	PO Box 211	MOORA	WA	6510	08 9651 1401	08 9651 1722	moorashire@wn.com.au
Shire of Morawa	PO Box 14	MORAWA	WA	6623	08 9971 1004	08 9971 1284	rates@morawa.wa.gov.au
Shire of Mount Magnet	PO Box 62	MOUNT MAGNET	WA	6638	08 9963 4001	08 9963 4133	mtmagnet@benet.net.au
Shire of Mt Marshall	PO Box 20	BENCUBBIN	WA	6477	08 9685 1202	08 9685 1299	admin@mtmarshall.wa.gov.au
Shire of Mukinbudin	PO Box 67	MUKINBUDIN	WA	6479	08 9047 1102	08 9047 1239	ceo@mukinbudin.wa.gov.au
Shire of Mullewa	PO Box 166	MULLEWA	WA	6630	08 9961 1007	08 9961 1206	admin@mullewa.wa.gov.au
Shire of Mundaring	7000 Great Eastern Hwy	MUNDARING	WA	6073	08 9290 6666	08 9295 3288	shire@mundaring.wa.gov.au
Shire of Murchison	PO Box 61	MULLEWA	WA	6630	08 9963 7999	08 9963 7966	murchisonshire@bigpond.com
Shire of Murray	PO Box 21	PINJARRA	WA	6208	08 9531 7777	08 9531 1981	ceo@murray.wa.gov.au

Shire of Nannup	PO Box 11	NANNUP	WA	6275	08 9756 1018	08 9756 1275	nannup@nannup.wa.gov.au
Shire of Narembeen	1 Longhurst St	NAREMBEEN	WA	6369	08 9064 7308	08 9064 7037	narembeenshire@westnet.com.au
Shire of Narrogin	43 Federal St	NARROGIN	WA	6312	08 9881 1866	08 9881 3031	enquiries@narroginshire.wa.gov.au
Shire of Ngaanyatjaraku	C/- Warburton Com, PMB 71	KALGOORLIE	WA	6430	08 8956 7966	08 8956 7959	mail@ngaanyatjaraku.wa.gov.au
Shire of Northam	PO Box 613	NORTHAM	WA	6401	08 9622 1099	08 9622 3952	records@northamshire.wa.gov.au
Shire of Northampton	PO Box 61	NORTHAMPTON	WA	6535	08 9934 1202	08 9934 1072	council@northampton.wa.gov.au
Shire of Nungarin	PO Box 8	NUNGARIN	WA	6490	08 9046 5006	08 9046 5007	nungshir@wn.com.au
Shire of Peppermint Grove	1 Leake St	PEPPERMINT GROVE	WA	6011	08 9384 0099	08 9384 2796	ceo@peppermintgrove.wa.gov.au
Shire of Perenjori	PO Box 22	PERENJORI	WA	6620	08 9973 1002	08 9973 1029	perenjorishire@wn.com.au
Shire of Pingelly	17 Queen St	PINGELLY	WA	6308	08 9887 1066	08 9887 1453	admin@pingelly.wa.gov.au
Shire of Plantagenet	PO Box 48	MT BARKER	WA	6324	08 9851 1344	08 9851 1939	info@plantagenet.wa.gov.au
Shire of Quairading	PO Box 38	QUAIRADING	WA	6383	08 9645 1001	08 9645 1126	qshire@wn.com.au
Shire of Ravensthorpe	PO Box 43	RAVENSTHORPE	WA	6346	08 9838 1001	08 9838 1282	shire@ravensthorpe.wa.gov.au
Shire of Roebourne	PO Box 219	KARRATHA	WA	6714	08 9186 8555	08 9185 1626	sor@roebourne.wa.gov.au
Shire of Sandstone	Hack St	SANDSTONE	WA	6639	08 9963 5802	08 9963 5852	sandstoneshire@westnet.com.au
Shire of Serpentine Jarrahdale	6 Paterson St	MUNDIJONG	WA	6123	08 9525 5255	08 9525 5441	info@sjshire.wa.gov.au
Shire of Shark Bay	PO Box 126	DENHAM	WA	6537	08 9948 1218	08 9948 1237	admin@sharkbay.wa.gov.au
Shire of Tammin	PO Box 53	TAMMIN	WA	6409	08 9637 1101	08 9637 1117	shire@tammin.wa.gov.au
Shire of Three Springs	PO Box 117	THREE SPRINGS	WA	6519	08 9954 1001	08 9954 1183	dceo@threesprings.wa.gov.au
Shire of Toodyay	PO Box 96	TOODYAY	WA	6566	08 9574 2258	08 9574 2158	records@toodyay.wa.gov.au
Shire of Trayning	PO Box 95	TRAYNING	WA	6488	08 9683 1001	08 9683 1040	admin@trayning.wa.gov.au
Shire of Upper Gascoyne	4 Scott St	GASCOYNE JUNCTION	WA	6705	08 9943 0988	08 9943 0507	gassysire@bigpond.com
Shire of Victoria Plains	PO Box 21	CALINGIRI	WA	6569	08 9628 7004	08 9628 7008	reception@victoriaplains.wa.gov.au
Shire of Wagin	PO Box 200	WAGIN	WA	6315	08 9861 1177	08 9861 1204	shire@wagin.wa.gov.au
Shire of Wandering	C/- Post Office	WANDERING	WA	6308	08 9884 1056	08 9884 1510	ceo@wandering.wa.gov.au
Shire of Waroona	PO Box 20	WAROONA	WA	6215	08 9733 1277	08 9733 1883	warshire@waroona.wa.gov.au
Shire of West Arthur	Burrowes St	DARKAN	WA	6392	08 9736 2222	08 9736 2212	shire@westarthur.wa.gov.au

Shire of Westonia	Wolfram St	WESTONIA	WA	6423	08 9046 7063	08 9046 7001	shire@westonia.wa.gov.au
Shire of Wickepin	PO Box 19	WICKEPIN	WA	6370	08 9888 1005	08 9888 1074	admin@wickepin.wa.gov.au
Shire of Williams	PO Box 96	WILLIAMS	WA	6391	08 9885 1005	08 9885 1020	shiwill@treko.net.au
Shire of Wiluna	PO Box 38	WILUNA	WA	6646	08 9981 7010	08 9981 7110	wilinfo@wiluna.wa.gov.au
Shire of Wongan-Ballidu	PO Box 84	WONGAN HILLS	WA	6603	08 9671 1011	08 9671 1230	shire@wongan.wa.gov.au
Shire of Woodanilling	PO Box 99	WOODANILLIN G	WA	6316	08 9823 1506	08 9823 1526	shire@woodanilling.wa.gov.au
Shire of Wyalkatchem	PO Box 224	WYALKATCHEM	WA	6485	08 9681 1166	08 9681 1003	genereal@wyalkatchem.wa.gov.au
Shire of Wyndham-East Kimberley	PO Box 614	KUNUNURRA	WA	6743	08 9168 1677	08 9168 1798	mail@thelastfrontier.com.au
Shire of Yalgoo	PO Box 40	YALGOO	WA	6635	08 9962 8042	08 9962 8020	shire@yalgoo.wa.gov.au
Shire of Yilgarn	PO Box 86	SOUTHERN CROSS	WA	6426	08 9049 1001	08 9049 1429	yilgarn@yilgarn.wa.gov.au
Shire of York	PO Box 22	YORK	WA	6302	08 9641 2233	08 9641 2202	records@york.wa.gov.au
Town of Bassendean	PO Box 87	BASSENDEN	WA	6054	08 9377 8000	08 9279 4257	mail@bassendean.wa.gov.au
Town of Cambridge	PO Box 15	FLOREAT	WA	6014	08 9347 6000	08 9347 6060	mail@cambridge.wa.gov.au
Town of Claremont	308 Stirling Hwy	CLAREMONT	WA	6010	08 9285 4300	08 9285 4301	toc@claremont.wa.gov.au
Town of Cottesloe	109 Broome St	COTTESLOE	WA	6011	08 9285 5000	08 9285 5001	council@cottesloe.wa.gov.au
Town of East Fremantle	PO Box 1097	FREMANTLE	WA	6959	08 9339 9339	08 9339 3399	admin@eastfremantle.wa.gov.au
Town of Kwinana	PO Box 21	KWINANA	WA	6167	08 9419 2222	08 9439 0222	admin@kwinana.wa.gov.au
Town of Mosman Park	PO Box 3	MOSMAN PARK	WA	6012	08 9384 1633	08 9384 3694	ceo@townofmosmanpark.wa.gov.au
Town of Narrogin	PO Box 188	NARROGIN	WA	6312	08 9881 1944	08 9881 3092	enquiries@narrogin.wa.gov.au
Town of Port Hedland	PO Box 41	PORT HEDLAND	WA	6721	08 9158 9300	08 9173 1766	council@porthedland.wa.gov.au
Town of Victoria Park	Locked Bag No 437	VICTORIA PARK	WA	6100	08 9311 8111	08 9311 8181	admin@vicpark.wa.gov.au
Town of Vincent	PO Box 82	LEEDERVILLE	WA	6902	08 9273 6000	08 9273 6099	mail@vincent.wa.gov.au

APPENDIX B

COUNCILS AND COUNCILLOR NUMBERS BY STATE

New South Wales	No of Councillors
Albury City Council	9
Armidale Dumaresq Council	10
The Council of the Municipality of Ashfield	12
Auburn Council	12
Ballina Shire Council	9
Balranald Shire Council	10
Bankstown City Council	12
Bathurst Regional Council	9
The Council of the Shire of Baulkham Hills	12
Bega Valley Shire Council	9
Bellingen Shire Council	7
Berrigan Shire Council	15
Blacktown City Council	9
Bland Shire Council	9
Blayney Shire Council	9
Blue Mountains City Council	12
Bogan Shire Council	9
Bombala Council	9
Boorowa Council	9
The Council of the City of Botany Bay	7
Bourke Shire Council	12
Brewarrina Shire Council	12
Broken Hill City Council	12
Burwood Council	7
Byron Shire Council	10
Cabonne Shire Council	12
Camden Council	9
Campbelltown City Council	15
City of Canada Bay Council	9
Canterbury City Council	10
Carrathool Shire Council	10
Central Darling Shire Council	12
Cessnock City Council	13
Clarence Valley Council	9
Cobar Shire Council	9
Coffs Harbour City Council	9
Conargo Shire Council	9
Coolamon Shire Council	9
Cooma-Monaro Shire Council	9
Coonamble Shire Council	9
Cootamundra Shire Council	12
Corowa Shire Council	10
Cowra Shire Council	11
Deniliquin Council	9
Dubbo City Council	12
Dungog Shire Council	9
Eurobodalla Shire Council	9
Fairfield City Council	13
Forbes Shire Council	9
Gilgandra Shire Council	9
Glen Innes Severn Council	9
Gloucester Shire Council	9
Gosford City Council	10
Goulburn Mulwaree Council	9
Great Lakes Council	12
Greater Hume Shire Council	9
Greater Taree City Council	9
Griffith City Council	12
Gundagai Shire Council	8
Gunnedah Shire Council	9
Guyra Shire Council	6
Gwydir Shire Council	9
Harden Shire Council	7

Hawkesbury City Council	12
Hay Shire Council	8
Holroyd City Council	12
The Council of the Shire of Hornsby	10
The Council of the Municipality of Hunters Hill	7
Hurstville City Council	12
Inverell Shire Council	12
Jerilderie Shire Council	9
Junee Shire Council	9
Kempsey Shire Council	9
The Council of the Municipality of Kiama	9
Kogarah Municipal Council	12
Ku-ring-gai Council	10
Kyogle Council	9
Lachlan Shire Council	15
Lake Macquarie City Council	15
Lane Cove Municipal Council	9
Leeton Shire Council	9
Leichhardt Municipal Council	12
Lismore City Council	12
City of Lithgow Council	9
Liverpool City Council	11
Liverpool Plains Shire Council	7
Lockhart Shire Council	9
Maitland City Council	13
Manly Council	13
Marrickville Council	12
Mid-Western Regional Council	9
Moree Plains Shire Council	12
Mosman Municipal Council	12
Murray Shire Council	9
Murrumbidgee Shire Council	8
Muswellbrook Shire Council	12
Nambucca Shire Council	9
Narrabri Shire Council	12
Narrandera Shire Council	9
Narromine Shire Council	9
Newcastle City Council	13
North Sydney Council	13
Oberon Council	9
Orange City Council	14
Palerang Council	9
Parkes Shire Council	10
Parramatta City Council	15
Penrith City Council	15
Pittwater Council	9
Port Macquarie-Hastings Council	9
Port Stephens Council	12
Queanbeyan City Council	10
Randwick City Council	15
Richmond Valley Council	9
Rockdale City Council	15
Ryde City Council	12
Shellharbour City Council	13
Shoalhaven City Council	13
Singleton Shire Council	12
Snowy River Shire Council	9
Strathfield Municipal Council	9
Sutherland Shire Council	15
Council of the City of Sydney	10
Tamworth Regional Council	9
Temora Shire Council	11
Tenterfield Shire Council	10
Tumbarumba Shire Council	8
Tumut Shire Council	7
Tweed Shire Council	11
Upper Hunter Shire Council	9
Upper Lachlan Shire Council	9
Uralla Shire Council	9
Urana Shire Council	9
Wagga Wagga City Council	15

The Council of the Shire of Wakool	6
Walcha Council	8
Walgett Shire Council	12
Warren Shire Council	12
Warringham Council	9
Warrumbungle Shire Council	9
Waverley Council	12
Weddin Shire Council	10
Wellington Council	9
Wentworth Shire Council	9
Willoughby City Council	13
Wingecaribee Shire Council	12
Wollondilly Shire Council	9
Wollongong City Council	13
Woollahra Municipal Council	15
Wyong Shire Council	10
Yass Valley Council	9
Young Shire Council	9

Councils = 152

Councillors =1,568

Northern Territory

Number of councillors

Aherrenge Association Inc.	13
Ali Curung Council Association Inc.	9
Alice Springs Town Council	10
Alpururulam C.G.C.	11
Amoonguna Community Inc.	0
Angurugu C.G.C.	9
Anmatjere C.G.C.	14
Aputula Housing Assoc.	9
Areyonga Community Inc.	0
Arltarlpilta C.G.C.	3
Belyuen C.G.C.	10
Borroloola C.G.C.	9
Coomalie C.G.C.	7
Cox Peninsula C.G.C.	12
Daguragu C.G.C.	11
Darwin City Council	4
Elliott District C.G.C.	5
Gapuwiyak Community Inc.	0
Ikuntji Community Council Inc.	0
Imanpa Community Inc.	7
Jabiru Town Council	4
Jilkminggan C.G.C.	0
Kaltukatjara Community Council	7
Katherine Town Council	14
Kunbarlanjinja C.G.C.	12
Lajamanu C.G.C.	12
Litchfield Shire Council	5
Ltyentye Apurte C.G.C.	12
Maningrida Council Inc.	12
Marngarr C.G.C.	8
Mataranka C.G.C.	7
Milingimbi Community Inc.	7
Milyakburra Community Council	0
Minjilang Community Inc.	8
Naiyu Nambiyu C.G.C.	7
Nganmarriyanga Community Inc.	7
Ntaria Council	9
Numbulwar Numburindi C.G.C.	11
Nyirranggulung Mardruk Ngadberre Regional Council	18
Nyirripi Community Inc.	0
Palmerston City	7
Papunya Community Council	0
Peppimenarti Community Council Inc	15
Pine Creek C.G.C.	7
Ramingining Community Council Inc.	0
Tapatjatjaka C.G.C.	0
Tennant Creek Town Council	6
Thamarrurr Regional Council	0
Timber Creek C.G.C.	6
Tiwi Islands Local Government.	17

Umbakumba Community Council Inc.	0
Urapuntja Council Abor. Corp (Utopia)	28
Walangeri Ngumpinku CGC.	8
Wallace Rockhole C.G.C.	6
Walungurru Council Inc (Kintore).	9
Warruwi Community Inc.	16
Watiyawanu C.G.C.	0
Yirrkalā Dhanbul Comm Assoc. Inc.	10
Yuelamu Community Inc.	0
Yuendumu C.G.C.	11
Yugul Mangi C.G.C.	0

Councils = 48

Councillors = 467

Tasmania

Number of councillors

Break O'Day	9
Brighton	9
Burnie	9
Central Coast	12
Central Highlands	12
Circular Head	9
Clarence City	12
Derwent Valley	9
Devonport City	12
Dorset	9
Flinders	7
George Town	9
Glamorgan Spring Bay	9
Glenorchy City	12
Hobart City	12
Huon Valley	9
Kentish	9
Kingborough	9
King Island	12
Latrobe	9
Launceston	12
Meander Valley	9
Northern Midlands	9
Sorell	9
Southern Midlands	9
Tasman	9
Waratah Wynyard	10
West Coast	9
West Tamar	9

Councils = 29

Councillors = 281

South Australia

Number of councillors

Adelaide City Council	9
Adelaide Hills Council	1
Alexandrina Council	12
Barossa Council	14
Berri Barmera Council	11
Campbelltown City Council	13
Ceduna District Council	4
Charles Sturt City Council	8
City of Mitcham	16
City of Victor Harbor :	13
Clare and Gilbert Valleys Council	10
Cleve District Council	10
Cooper Pedy District Council	8
Coorong District Council	9
Copper Coast District Council	8
Corporation of the Town of Gawler	11
District Council of Elliston	11
Flinders Ranges Council	8
Franklin Harbour District Council	9
Goyder Regional Council	6
Grant District Council	7
Holdfast Bay, City of	9

Karoonda East Murray District Council	13
Kimba District Council	9
Le Hunte District Council	7
Light Regional Council	7
Loxton Waikerie District Council	11
Mallala District Council	13
Marion City Council	11
Mid Murray Council	13
Mitcham City Council	12
Mount Gambier City Council	13
Mount Remarkable District Council	11
Mt Barker District Council	7
Murray Bridge Council	11
Northern Areas Council	10
Norwood, Payneham & St Peters, City of	9
Onkaparinga Libraries	16
Onkaparinga Online Community & City Council	20
Playford City Council	15
Port Adelaide Enfield City Council	17
Port Augusta City Council	9
Port Pirie Regional Council	11
Prospect City Council	10
Renmark Paringa District Council	9
Robe District Council	7
Salisbury City Council	19
Southern Mallee District Council and Community	9
Tea Tree Gully City Council	13
The District Council of Robe	7
Tumby Bay District Council	9
Unley City Council	12
Wakefield Regional Council	12
Walkerville Town Council	10
Wattle Range Council	11
West Torrens City Council	14
Whyalla City Council	10
Yankalilla District Council	9
York Peninsula District Council	12

Councils = 61

Councillors = 636

Victoria

Number of councillors

Alpine Shire Council	7
Ararat Rural City Council	7
Ballarat City Council	9
Banyule City Council	7
Bass Coast Shire Council	7
Baw Baw Shire Council	9
Bayside City Council	9
Benalla Rural City Council	7
Boroondara City Council	10
Brimbank City Council	7
Buloke Shire Council	9
Campaspe Shire Council	6
Cardinia Shire Council	7
Casey City Council	11
Central Goldfields Shire Council	7
Colac Otway Shire Council	7
Corangamite Shire Council	7
Darebin City Council	9
East Gippsland Shire Council	8
Frankston City Council	9
Gannawarra Shire Council	7
Glen Eira City Council	9
Glenelg Shire Council	9
Golden Plains Shire Council	9
Greater Bendigo City Council	9
Greater Dandenong City Council	11
Greater Geelong City Council	12
Greater Shepparton City Council	7
Hepburn Shire Council	5
Hindmarsh Shire Council	5
Hobsons Bay City Council	7
Horsham Rural City Council	7

Hume City Council	9
Indigo Shire Council	7
Kingston City Council	7
Knox City Council	9
Latrobe City Council	9
Loddon Shire Council	5
Macedon Ranges Shire Council	9
Manningham City Council	8
Mansfield Shire Council	5
Maribyrnong City Council	7
Maroondah City Council	7
Melbourne City Council	9
Melton Shire Council	7
Mildura Rural City Council	9
Mitchell Shire Council	9
Moira Shire Council	10
Monash City Council	11
Moonee Valley City Council	7
Moorabool Shire Council	7
Moreland City Council	11
Mornington Peninsula Shire Council	11
Mount Alexander Shire Council	7
Moyne Shire Council	10
Murrindindi Shire Council	6
Nillumbik Shire Council	9
Northern Grampians Shire Council	9
Port Philip City Council	7
Pyrenees Shire Council	5
Borough of Queenscliffe	7
South Gippsland Shire Council	9
Southern Grampians Shire Council	7
Stonnington City Council	9
Strathbogie Shire Council	7
Surf Coast Shire Council	9
Swan Hill Rural City Council	7
Towong Shire Council	5
Wangaratta Rural City Council	7
Warrnambool City Council	7
Wellington Shire Council	9
West Wimmera Shire Council	5
Whitehorse City Council	10
Whittlesea City Council	9
Wodonga City Council	7
Wyndham City Council	9
Yarra City Council	9
Yarra Ranges Shire Council	9
Yarriambiack Shire Council	7

Councils = 80

Councillors = 629

Western Australia

Number of councillors

Albany (C)	12
Armadale (C)	14
Ashburton (S)	6
Augusta-Margaret River (S)	7
Bassendean (T)	9
Bayswater (C)	10
Belmont (C)	10
Beverley (S)	8
Boddington (S)	6
Boyup Brook (S)	9
Bridgetown-Greenbushes (S)	9
Brookton (S)	9
Broome (S)	9
Broomehill (S)	8
Bruce Rock (S)	9
Carnarvon (S)	9
Chapman Valley (S)	7
Chittering (S)	7
Claremont (T)	9
Cockburn (C)	9
Collie (S)	10
Coolgardie (S)	6

Coorow (S)	8
Corrigin (S)	9
Cottesloe (T)	10
Cranbrook (S)	9
Cuballing (S)	7
Cue (S)	7
Cunderdin (S)	7
Dalwallinu (S)	10
Dandaragan (S)	8
Dardanup (S)	10
Denmark (S)	12
Derby-West Kimberley (S)	9
Donnybrook-Balingup (S)	9
Dowerin (S)	10
Dumbleyung (S)	9
Dundas (S)	7
East Fremantle (T)	5
East Pilbara (S)	11
Esperance (S)	9
Exmouth (S)	7
Fremantle (C)	6
Geraldton (C)	12
Gingin (S)	10
Gnowangerup (S)	9
Goomalling (S)	9
Gosnells (C)	9
Greenough (S)	11
Halls Creek (S)	8
Harvey (S)	12
Irwin (S)	9
Jerramungup (S)	7
Joondalup (C)	11
Kalamunda (S)	12
Kalgoorlie/Boulder (C)	13
Katanning (S)	9
Kellerberrin (S)	7
Kent (S)	8
Kojonup (S)	10
Kondinin (S)	9
Koorda (S)	8
Kulin (S)	9
Kwinana (T)	8
Lake Grace (S)	9
Laverton (S)	9
Leonora (S)	9
Mandurah (C)	12
Manjimup (S)	11
Meekatharra (S)	9
Melville (C)	12
Menzies (S)	7
Merredin (S)	11
Mingenew (S)	7
Moora (S)	9
Morawa (S)	7
Mosman Park (T)	7
Mount Magnet (S)	9
Mount Marshall (S)	7
Mukinbudin (S)	9
Mullewa (S)	9
Mundaring (S)	12
Murchison (S)	7
Murray (S)	12
Nannup (S)	8
Narembeen (S)	11
Narrogin (T)	10
Narrogin (S)	7
Nedlands (C)	12
Ngaanyatjaraku (S)	10
Northam (T)	0
Northam (S)	9
Northampton (S)	11
Nungarin (S)	7
Peppermint Grove (S)	7
Perenjori (S)	9

Perth (C)	9
Pingelly (S)	8
Plantagenet (S)	9
Port Hedland (T)	9
Quairading (S)	9
Ravensthorpe (S)	7
Rockingham (C)	10
Roebourne (S)	10
Sandstone (S)	6
Serpentine-Jarrahdale (S)	10
Shark Bay (S)	7
South Perth (C)	12
Stirling (C)	14
Subiaco (C)	12
Swan (C)	13
Tambellup (S)	7
Tammin (S)	6
Three Springs (S)	7
Toodyay (S)	8
Trayning (S)	7
Upper Gascoyne (S)	7
Victoria Park (T)	6
Victoria Plains (S)	9
Vincent (T)	8
Wagin (S)	11
Wandering (S)	7
Wanneroo (C)	14
Waroon (S)	8
West Arthur (S)	7
Westonia (S)	9
Wiluna (S)	7
Wongan-Ballidu (S)	10
Woodanilling (S)	7
Wyalkatchem (S)	7
Wyndham-East Kimberley (S)	7
Yalgoo (S)	8
Yilgarn (S)	7
York (S)	6
Councils = 144	Councillors = 1,265

Queensland

Number of councillors

Aramac (S)	6
Atherton (S)	6
Aurukun (S)	8
Badu (IC)	3
Balonne (S)	9
Bamaga (IC)	5
Banana (S)	12
Barcaldine (S)	8
Barcoo (S)	6
Bauhinia (S)	8
Beauresert (S)	8
Belyando (S)	10
Bendmere (S)	6
Biggenden (S)	6
Blackall (S)	9
Boigu (IC)	4
Boonah (S)	6
Booringa (S)	8
Boulia (S)	7
Bowen (S)	8
Brisbane (C)	26
Broadsound (S)	10
Bulloo (S)	4
Bundaberg (C)	9
Bungil (S)	8
Burdekin (S)	10
Burke (S)	7
Burnett (S)	8
Caboolture (S)	6
Cairns (C)	12
Calliope (S)	9
Caloundra (C)	10

Cambooya (S)	8
Cardwell (S)	9
Carpentaria (S)	8
Charters Towers (C)	6
Cherbourg (S)	6
Chinchilla (S)	8
Clifton (S)	6
Cloncurry (S)	9
Cook (S)	7
Cooloola (S)	11
Crow's Nest (S)	8
Croydon (S)	4
Dalby (T)	8
Dalrymple (S)	10
Dauan (IC)	3
Doomadgee (S)	6
Douglas (S)	7
Duaringa (S)	10
Eacham (S)	5
Eidsvold (S)	4
Emerald (S)	9
Erub (IC)	4
Esk (S)	10
Etheridge (S)	7
Fitzroy (S)	9
Flinders (S)	9
Gatton (S)	8
Gayndah (S)	6
Gladstone (C)	6
Gold Coast (C)	14
Goondiwindi (T)	6
Hammond (IC)	3
Herberton (S)	8
Hervey Bay (C)	7
Hinchinbrook (S)	8
Hope Vale (S)	6
Iama (IC)	3
Ilfracombe (S)	6
Inglewood (S)	8
Injinoo (S)	5
Ipswich (C)	10
Isis (S)	6
Isisford (S)	6
Jericho (S)	6
Johnstone (S)	0
Jondaryan (S)	8
Kilcoy (S)	8
Kilkivan (S)	6
Kingaroy (S)	10
Kolan (S)	6
Kowanyama (S)	6
Kubin (IC)	3
Laidley (S)	8
Livingstone (S)	8
Lockhart River (S)	6
Logan (C)	10
Longreach (S)	9
Mabuiag (IC)	3
Mackay (C)	10
McKinlay (S)	4
Mapoon (S)	7
Mareeba (S)	12
Maroochy (S)	8
Maryborough (C)	7
Mer (IC)	5
Millmerran (S)	9
Mirani (S)	7
Miriam Vale (S)	6
Monto (S)	6
Mornington (S)	8
Mount Isa (C)	8
Mount Morgan (S)	7
Mundubbera (S)	8
Murgon (S)	6
Murilla (S)	7

Murweh (S)	9
Napranum (S)	6
Nebo (S)	8
New Mapoon (S)	5
Noosa (S)	9
Palm Island (S)	6
Paroo (S)	7
Peak Downs (S)	8
Perry (S)	4
Pine Rivers (S)	10
Pittsworth (S)	6
Pompuraaw (S)	6
Poruma (IC)	3
Quilpie (S)	8
Redcliffe (C)	7
Redland (S)	10
Richmond (S)	6
Rockhampton (C)	10
Roma (T)	9
Rosalie (S)	8
Saibai (IC)	7
St Pauls (IC)	6
Sarina (S)	3
Seisia (IC)	3
Stanthorpe (S)	8
Tambo (S)	6
Tara (S)	10
Taroom (S)	9
Thuringowa (C)	10
Tiaro (S)	8
Toowoomba (C)	8
Torres (S)	7
Townsville (C)	10
Ugar (IC)	3
Umagico (S)	4
Waggamba (S)	8
Wambo (S)	8
Warraber (IC)	3
Warroo (S)	9
Warwick (S)	12
Weipa (T)	7
Whitsunday (S)	9
Winton (S)	9
Wondai (S)	6
Woocoo (S)	4
Woorabinda (S)	3
Wujal Wujal (S)	6
Yarrabah (S)	6
Yorke (IC)	6
Councils = 153	Councillors = 1,131

APPENDIX C QUESTIONNAIRE

CONFIDENTIAL

Chief Executive Officer to complete please

This questionnaire has been formulated to obtain data for a study which determines influences on the environmental sustainability policies of local government in Australia.

Individual local councils will not be identified in the research results.

The results will reflect generalised variations of sustainability policies between the different states and territories, and the sizes and classifications of councils. On completion of this study all questionnaires will be securely destroyed.

SECTION 1:

This section requests details to establish the type, size and location of your local government.

Name of council:.....

Is your local government classed as (please x your choice) Rural ☐ an ☐

Your Australian local government classification (please circle your classification)

UCC	UDS	UDM	UDL	UDV	URS	URM	URL
URV	UFS	UFM	UFL	UFV	RSG	RAS	RAM
RAL	RAV	RTX	RTS	RTM	RTL		

How many elected councillors serve your local government (please specify the number)

In which State or Territory is your local government located? (please **circle** your answer)

NSW	NT	QLD	SA	TAS	WA	VIC
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SECTION 2

This section relates to the CEO's perception of what is important for environmental sustainability policies disclosures in the published Annual Report.

Please circle your choice of answer for each and every sustainability policy listed to reflect your perceived levels of their importance for disclosure in your published annual report.

0 = none (not applicable) **or** 1 = strongly disagree through to 5 = strongly agree.

Bio-Diversity	0	1	2	3	4	5
Food and pollution control	0	1	2	3	4	5
Recycling	0	1	2	3	4	5
Verge-side bulk rubbish collection	0	1	2	3	4	5
Weekly rubbish collection	0	1	2	3	4	5
Waste management	0	1	2	3	4	5
Noise control	0	1	2	3	4	5
Energy consumption	0	1	2	3	4	5
Water usage	0	1	2	3	4	5
Water re-used and recycled	0	1	2	3	4	5
Direct green-house emissions	0	1	2	3	4	5
Indirect green-house emissions	0	1	2	3	4	5
Foreshore erosion	0	1	2	3	4	5
Land management	0	1	2	3	4	5
"Other" disclosures – <i>please specify</i>						
	0	1	2	3	4	5
	0	1	2	3	4	5
	0	1	2	3	4	5
	0	1	2	3	4	5
	0	1	2	3	4	5

SECTION 3

Examines your perception of the POWER, LEGITIMACY, URGENCY and SALIENCE (as defined below) assigned to each of your stakeholders.

Please circle your choice of answer for each and every stakeholder listed to reflect your perception of their levels of POWER, LEGITIMACY, URGENCY and SALIENCE (as defined below) based on your interactions with them.

0 = none (not applicable) or 1 = strongly disagree through to 5 = strongly agree.

Stakeholders	Power (definition) Stakeholder's ability to apply direct or economic reward or punishment or coercion to obtain its will or claims	Legitimacy (definition) Stakeholder claims viewed as proper or appropriate	Urgency (definition) Immediacy in requirements of the stakeholder through active pursuance of their claims	Salience (definition) Received high priority from your management team
Council employees	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5
Elected councillors	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5
Government	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5
Local community groups	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5
Activist groups	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5
Civic associations	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5
Mass media	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5
Peripheral councils	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5
Global Reporting Initiatives (GRI)	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5
Other stakeholders (please specify)	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5
Other stakeholders (please specify)	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5
Other stakeholders (please specify)	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5
Other stakeholders (please specify)	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5

SECTION 4

Examines your perception of each stakeholder's level of influence on your local government environmental sustainability policies.

Please circle your choice of answer for each and every stakeholder listed to reflect your perception of their level of influence on existing environmental sustainability policies.

0 = none (not applicable) or 1 = strongly disagree through to 5 = strongly agree.

Stakeholders	Bio-diversity	Food & Pollution control	Recycling	Verge-side bulk rubbish collection	Weekly rubbish collection	Waste management	Noise control	Energy consumption	Water usage
Council employees	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5
Elected councillors	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5
Government	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5
Local community groups	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5
Activist groups	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5
Civic associations	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5
Mass media	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5
Peripheral councils	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5
Global Reporting Initiatives (GRI)	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5
Other stakeholders (please specify)	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5
Other stakeholders (please specify)	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5
Other stakeholders (please specify)	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5

(Section 4 continues next page)

SECTION 4 (continued)

Examines your perception of each stakeholder's level of influence on your local government environmental sustainability policies.

Please circle your choice of answer for each and every stakeholder listed to reflect your perceived levels of their influence on existing environmental sustainability policies. Please use the end three columns to identify any additional sustainability policies implemented by you.

0 = none (not applicable) or 1 = strongly disagree through to 5 = strongly agree.

Stakeholders	Water reused / recycled	Direct greenhouse emissions	Indirect greenhouse emissions	Foreshore erosion	Land management
Council employees	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5
Elected councillors	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5
Government	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5
Local community groups	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5
Activist groups	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5
Civic associations	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5
Mass media	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5
Peripheral councils	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5
Global Reporting Initiatives (GRI)	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5
Other stakeholders (please specify)	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5
Other stakeholders (please specify)	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5
Other stakeholders (please specify)	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5	0 1 2 3 4 5

Your comments:

Please feel free to make any comments regarding this questionnaire, or any aspects of the study.

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If you would like a copy of a summation of the results from this study to be mailed to you please fill in your details below:

Title:.....

Name:.....

Address:.....

.....

State:..... (Post code:).....

END OF QUESTIONNAIRE

Thank you for your time and co-operation.

APPENDIX D

GLOBAL REPORTING INITIATIVES

CONTENT INDEX

STANDARD DISCLOSURES PART I: Profile Disclosures	
1. Strategy and analysis	<ul style="list-style-type: none"> • Statement from most senior decision-maker of the organisation • Description of key impacts, risks and opportunities
2. Organisational profile	<ul style="list-style-type: none"> • Name of the organisation • Primary brands, products and/or services • Operational structure of the organisation, including main divisions, operating companies, subsidiaries and joint ventures • Location of organisation's headquarters • Number of countries where the organisation operates, and the names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report • Nature of ownership and legal form • Markets served including geographic breakdown, sectors served, and types of customers, beneficiaries
3. Report parameters	<ul style="list-style-type: none"> • Date of most recent previous report (if any) • Reporting cycle (annual, biennial etc) • Contact point for questions regarding report or its content • Process for defining report content • Boundary of the report (e.g. countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). • Specific limitations on the scope or boundary of the report • Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations and other entities that can significantly affect comparability from period to period between organisations

	<ul style="list-style-type: none"> • Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the indicators and other information in the report. • Explanation of the effect of any restatements of information provided in earlier reports and the reasons for such restatement • Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report • Table identifying the location of the Standard Disclosures in the report • Policy and current practice with regard to seeking external assurance for the report
4. Governance, commitments and engagement	<ul style="list-style-type: none"> • Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks • Indicate whether the Chair of the highest governance body is also an executive officer • For organisations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non executive members • Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body • Linkage between compensation for members of the highest governance body, senior managers and executives • Processes in place for the highest governance body to ensure conflicts of interest are avoided • Process for determining the composition, qualifications and the expertise of members of the highest governance body and its committees • Internally developed statements of mission or values, codes of conduct and principles relevant to economic, environmental and social performance • Procedures of the highest governance body for overseeing the organisation's identification and management of economic, environmental and social performance • Processes for evaluating the highest governance body's own performance with respect to economic, environmental and social performance • Explanation of whether and how the precautionary approach or principle is addressed by the organisation • Externally developed economic, environmental and social charters, principles or other initiatives • Memberships in associations and or national/international advocacy organisations

	<ul style="list-style-type: none"> • List of stakeholder groups engaged by the organisation • Basis for identification and selection of stakeholders • Approaches to stakeholder engagement • Key topics and concerns that have been raised through stakeholder engagement
STANDARD DISCLOSURES PART II: Disclosures on management approach	
Disclosures on Management Approach EC	<ul style="list-style-type: none"> • Economic performance • Market presence • Indirect economic impacts
Disclosures on Management Approach EN	<ul style="list-style-type: none"> • Materials • Energy • Water • Biodiversity • Emissions, effluent and waste • Products and services • Compliance • Transport • Overall
Disclosure on Management Approach LA	<ul style="list-style-type: none"> • Employment • Labour/management relations • Occupational health and safety • Training and education • Diversity and equal opportunity • Equal remuneration for men and women
Disclosure on Management Approach HR	<ul style="list-style-type: none"> • Investment and procurement practices • Non-discrimination • Freedom of association and collective bargaining • Child labour • Prevention of forced and compulsory labour • Security practices • Indigenous rights • Assessment

	<ul style="list-style-type: none"> • Remediation
Disclosure on Management Approach SO	<ul style="list-style-type: none"> • Local communities • Corruption • Public policy • Anti-competitive behaviour • Compliance
Disclosure on Management Approach PR	<ul style="list-style-type: none"> • Customer health and safety • Product and service labelling • Marketing communications • Customer privacy • Compliance
STANDARD DISCLOSURES PART III: Performance Indicators	
Economic performance	<ul style="list-style-type: none"> • Direct economic value generated and distributed • Financial implications and other risks and opportunities for the organisation's activities due to climate change • Coverage of the organisation's defined benefit plan obligations • Significant financial assistance received from government
Market presence	<ul style="list-style-type: none"> • Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation • Policy, practices and proportion of spending on locally based suppliers at significant locations of operation • Procedures for hiring and proportion of senior management hired from the local community at significant locations of operation
Indirect economic impacts	<ul style="list-style-type: none"> • Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in kind or pro bono engagement • Understanding and describing significant indirect economic impacts
ENVIRONMENTAL	
Materials	<ul style="list-style-type: none"> • Materials used by weight or volume • Percentage of materials used that are recycled input materials
Energy	<ul style="list-style-type: none"> • Direct energy consumption by primary energy source • Indirect energy consumption by primary source

	<ul style="list-style-type: none"> • Energy saved due to conservation and efficiency improvements • Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result • Initiatives to reduce indirect energy consumption and reductions achieved
Water	<ul style="list-style-type: none"> • Total water withdrawal by source • Water sources significantly affected by withdrawal of water • Percentage and total volume of water recycled and reused
Biodiversity	<ul style="list-style-type: none"> • Location and size of land owned, leased, managed in, and adjacent to, protected areas and areas of high biodiversity value outside protected areas • Description of significant impacts and activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas • Habitats protected or restored • Strategies, current actions and future plans for managing impacts on biodiversity • Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk
Emissions, effluent and waste	<ul style="list-style-type: none"> • Total direct and indirect greenhouse gas emissions by weight • Other relevant indirect greenhouse gas emissions by weight • Initiatives to reduce greenhouse gas emissions and reductions achieved • Emissions of ozone-depleting substances by weight • NOx, SOx and other significant air emissions by type and weight • Total water discharge by quality and destination • Total weight of waste by type and disposal method • Total number and volume of significant spills • Weight of transported, imported, exported or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III and VIII, and percentage of transported waste shipped internationally • Identity, size, protected status and biodiversity value of water bodies and related habitats significantly affected by discharges of water and runoff
Products and services	<ul style="list-style-type: none"> • Initiatives to mitigate environmental impacts of products and services and extent of impact mitigation • Percentage of products sold and their packaging materials that are reclaimed
Compliance	<ul style="list-style-type: none"> • Monetary value of significant fines and total number of non-monetary sanctions for non-

	compliance with environmental laws and regulations
Transport	<ul style="list-style-type: none"> Significant environmental impacts of transporting products and other goods and material used for the organisation's operations
Overall	<ul style="list-style-type: none"> Total environmental protection expenditures and investments by type
SOCIAL: Labour practices and decent work	
Employment	<ul style="list-style-type: none"> Total workforce by employment type, employment contract and region, broken down by gender Total number and rate of new employee hires and employee turnover by age, group, gender and region Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations Return to work and retention rates after parental leave, by gender
Labour, management relations	<ul style="list-style-type: none"> Percentage of employees covered by collective bargaining agreements Minimum notice period(s) regarding significant operational changes
Occupational health and safety	<ul style="list-style-type: none"> Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on OHS programs Rates of injury, occupational diseases, lost days, absenteeism and number of work-related fatalities by region and by gender Education, training and counselling, prevention and risk-control programs in place to assist workforce members, their families or community members regarding serious diseases Health and safety topics covered in formal agreements with trade unions
Training and education	<ul style="list-style-type: none"> Average hours of training per year per employee by gender and by employee category Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings Percentage of employees receiving regular performance and career development reviews, by gender
Diversity and equal opportunity	<ul style="list-style-type: none"> Composition of governance bodies and breakdown of employees per category according to gender, age, minority group membership and other indicators of diversity
Equal remuneration for men and women	<ul style="list-style-type: none"> Ratio of basic salary and remuneration of women to men by category, by significant locations of operation
SOCIAL: Human Rights	
Investment and procurement practices	<ul style="list-style-type: none"> Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns

	<ul style="list-style-type: none"> • Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and action taken • Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations
Non-discrimination	<ul style="list-style-type: none"> • Total number of incidents of discrimination and corrective actions taken
Freedom of association and collective bargaining	<ul style="list-style-type: none"> • Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken
Child labour	<ul style="list-style-type: none"> • Operations and significant suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to effective abolition of child labour
Prevention of forced and compulsory labour	<ul style="list-style-type: none"> • Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to elimination
Security practices	<ul style="list-style-type: none"> • Percentage of security personnel trained in the organisation's policies and procedures concerning aspects of human rights relevant to operations
Indigenous rights	<ul style="list-style-type: none"> • Total number of incidents of violations involving rights of indigenous people and actions taken
Assessment	<ul style="list-style-type: none"> • Percentage and total number of operations that have been subject to human rights reviews
Remediation	<ul style="list-style-type: none"> • Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms
SOCIAL: Society	
Local communities	<ul style="list-style-type: none"> • Percentage of operations with implemented local community engagement, impact assessments and development programs • Operations with significant potential or actual negative impacts on local communities • Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities
Corruption	<ul style="list-style-type: none"> • Percentage and total number of business units analysed for risks related to corruption • Percentage of employees trained in organisation's anti-corruption policies and procedures • Actions taken in response to incidents of corruption
Public policy	<ul style="list-style-type: none"> • Public policy positions and participation in public policy development and lobbying • Total value of financial and in-kind contributions to political parties, politicians and related institutions by country
Anti-competitive behaviour	<ul style="list-style-type: none"> • Total number of legal actions for anti-competitive behaviour, anti-trust and monopoly practices and their outcomes
Compliance	<ul style="list-style-type: none"> • Monetary value of significant fines and total number of non-monetary sanctions for non-

	compliance with laws and regulations
SOCIAL: Product Responsibility	
Customer health and safety	<ul style="list-style-type: none"> • Life cycle stages in which health and safety impacts of products and services are assessed for improvement and percentage of significant products and services categories subject to such procedures • Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by outcome types
Product and service labelling	<ul style="list-style-type: none"> • Type of product and service information required by procedures and percentage of significant products and services subject to such information requirements • Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by outcome types • Practices related to customer satisfaction, including results of surveys measuring customer satisfaction
Marketing communications	<ul style="list-style-type: none"> • Programs for adherence to laws, standards and voluntary codes related to marketing communications including advertising, promotion and sponsorship • Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion and sponsorship
Customer privacy	<ul style="list-style-type: none"> • Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data
Compliance	<ul style="list-style-type: none"> • Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services